

**AREA MANAGEMENT EVALUATION  
SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

AREA Newhall	DIVISION Southern	NUMBER 540
EVALUATED BY Sergeant J. Martinez		DATE 08/27/2008

**INSTRUCTIONS:** Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION <input type="checkbox"/> Formal Evaluation <input checked="" type="checkbox"/> Informal Evaluation		SUSPENSE DATE 09/30/2008
FOLLOW-UP REQUIRED <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Correction Report BY _____	COMMANDER'S REVIEW  DATE 8-18-08

**1. GENERAL**

- |   |   |                             |
|---|---|-----------------------------|
| a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| (1) Are the employees capable of performing and maintaining essential services to the public?   | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| (2) Are upward mobility and career development programs and training available to interested employees?   | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| b. Do supervisors at all levels assume responsibility for the development and training of their employees?                                      | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| (1) Do supervisors review and assess specific training needs with employees annually?   | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| (a) Is this review done in conformance with the departmental Out-Service Training Plan?   | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses?                                | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| (1) Do employees seek information on training opportunities to improve their job performance?   | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| (2) Do employees initiate their own career development plan?  | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| (3) Do employees utilize the knowledge, skills, and abilities they have acquired through training?  | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |

**2. LIEUTENANTS (OTHER THAN COMMANDERS)**

- |   |   |  |           |
|---|---|--|-----------|
|   | EVALUATED<br>Yes                        | ACTION REQUIRED<br>No                  | CORRECTED |
| a. What are the commander's plans for developing Area lieutenants?  | See Attached                            |  |           |
| (1) Are the plans in writing?   | <input type="checkbox"/> Yes            | <input checked="" type="checkbox"/> No |           |
| (2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans?  | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No            |           |
| (3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department?  | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No            |           |
| (a) Do the lieutenants have a career development plan based on their assessment center follow-up reports?   | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No            |           |
| (b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports?  | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No            |           |
| (5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No            |           |

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(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility? ☒ Yes ☐ No

(a) How does the commander train the lieutenants for command responsibility? See Attached

(b) Are the lieutenants submitting completed staff work? ☒ Yes ☐ No

(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system? ☒ Yes ☐ No

(d) Are the lieutenants participating in Headquarters career development assignments? ☒ Yes ☐ No

b. Are lieutenants given freedom to manage their respective operations? ☒ Yes ☐ No

(1) Are the lieutenants effective supervisors? ☒ Yes ☐ No

(2) Are the lieutenants developing managerial skills in subordinate supervisors? ☒ Yes ☐ No

(3) Are the lieutenants well-organized in their work? ☒ Yes ☐ No

(a) Do they maintain files to assist in evaluations? ☒ Yes ☐ No

(b) Do they plan and make effective use of time? ☒ Yes ☐ No

(c) Do they work closely with subordinates? ☒ Yes ☐ No

(d) Do they foresee problems and plan for them? ☒ Yes ☐ No

(e) Do they have an "open door" policy that does not circumvent the sergeant's authority? ☒ Yes ☐ No

**3. SERGEANTS**

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. Is the sergeant's role as an essential member of the command's management team well-defined and understood? ☒ Yes ☐ No

(1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities? ☒ Yes ☐ No

(a) Do the sergeants maximize their on-the-road field supervision time? ☒ Yes ☐ No

(b) Do the sergeants properly apply management philosophies and supervisory skills? ☒ Yes ☐ No

(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates? ☒ Yes ☐ No

(2) Do the sergeants assist in the development of their subordinates? ☒ Yes ☐ No

(a) After officers with supervisory potential are identified, what is done to develop that potential? See attached

(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals? ☒ Yes ☐ No

(a) Do the sergeants' actions show a willingness to become involved? ☒ Yes ☐ No

(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior? ☒ Yes ☐ No

(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift? ☒ Yes ☐ No

(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage? ☒ Yes ☐ No

(5) Is there an established system for sergeants' ride-alongs? ☒ Yes ☐ No

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(a) Are sergeants conducting ride-alongs as required?

☒ Yes ☐ No

(b) How are ride-alongs documented? See attached

(6) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers?

☒ Yes ☐ No

(a) How is courtroom observation documented? See attached

(b) Has courtroom procedures/testimony training been provided for officers?

☒ Yes ☐ No

(7) What policy does Area have for review of reports? See attached

(a) How often do sergeants review and, if necessary, discuss reports with officers? See attached

(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?

☒ Yes ☐ No

(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents?

☒ Yes ☐ No

(8) Do sergeants respond to incidents involving damage to state equipment or injury to personnel?

☒ Yes ☐ No

(a) Do they assist with felony arrests or respond to physical arrest incidents?

☒ Yes ☐ No

(b) Do they respond to specific types of accidents? (If yes, specify.)

☒ Yes ☐ No

See attached

(c) What role do sergeants assume at accident scenes? See attached

(d) Are sergeants aware of MAIT call-out criteria?

☒ Yes ☐ No

(e) How many times has a sergeant been "called-out" to an accident in the past year? See attached

(9) Are daily briefings held for each shift?

☒ Yes ☐ No

(a) Are briefings interesting and meaningful, with the supervisor in control?

☒ Yes ☐ No

(b) How are briefing items and attendance documented and filed for future reference? See attached

(c) How are special duty officers briefed? See attached

(10) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)? See attached

(11) Do sergeants participate in Public Affairs activities?

☒ Yes ☐ No

(a) Have they received public speaking training from their commander?

☒ Yes ☐ No

(12) Do newly promoted or transferred sergeants receive proper orientation?

☒ Yes ☐ No

(13) Do the sergeants have a good working knowledge of policies and procedures affecting their assignment?

☒ Yes ☐ No

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(a) How do sergeants keep current on additions or revisions to policy? See attached

(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.?

☒ Yes ☐ No

(c) Do the sergeants expedite training/briefing of recent changes for subordinates?

☒ Yes ☐ No

#### 4. OFFICERS

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

a. Does Area have a formal orientation training program?

☒ Yes ☐ No

(1) Does a supervisor oversee this program?

☒ Yes ☐ No

(2) Are departmental guidelines followed for field orientation training?

☒ Yes ☐ No

(3) Are Area field training officers (FTOs) departmentally qualified?

☒ Yes ☐ No

b. Did Area adequately identify their needs when planning their training program?

☒ Yes ☐ No

(1) Has an effective training program plan been developed?

☒ Yes ☐ No

(a) Does it reflect both current and future needs?

☒ Yes ☐ No

(b) Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs?

☒ Yes ☐ No

(c) Are plans regularly updated?

☒ Yes ☐ No

(2) Who is responsible for training? See attached

(a) Is this person effective?

☒ Yes ☐ No

(b) Are guest speakers and other instructors regularly scheduled?

☒ Yes ☐ No

(c) Are critiques used to ensure only the best presentations are scheduled?

☒ Yes ☐ No

(d) How does Area identify personnel whose expertise may qualify them as an instructor?

See attached

(3) What methods are used by Area to establish training needs? See attached

(a) Do training topics appear relevant?

☒ Yes ☐ No

(b) Are training results objectively evaluated on a regular basis?

☒ Yes ☐ No

c. Who is responsible for specialized training with the Area? See attached

(1) Are all officers proficient with cameras?

☒ Yes ☐ No

(a) If not, are enough trained to meet operational needs?

☒ Yes ☐ No

(b) Is refresher training provided periodically?

☒ Yes ☐ No

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(c) Who reviews photographs when they are returned? See attached

(d) Is a specific individual responsible for camera maintenance?

☒ Yes ☐ No

(2) Is one specific person responsible for Defensive Driver Training?

☒ Yes ☐ No

(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupational Safety Manual?

☒ Yes ☐ No

(3) Are there any special needs in the Area?

☒ Yes ☐ No

(a) If so, has any special training been provided in those areas?

☒ Yes ☐ No

(4) Are all officers currently certified in CPR?

☒ Yes ☐ No

(a) Is annual training conducted on schedule?

☒ Yes ☐ No

d. Is one specific person responsible for training records?

☒ Yes ☐ No

(1) Is a training chart utilized to record all training conducted in the Area?

☒ Yes ☐ No

(2) If a training chart is not used, what type of system is utilized by the Area? See attached

(3) Are In-Service training records complete and current?

☒ Yes ☐ No

(a) Have officers new to the Area been added to the records?

☒ Yes ☐ No

(4) Are records of individual officers current?

☒ Yes ☐ No

**5. NONUNIFORMED**

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. What special training has been planned for nonuniformed employees? See attached

b. Is there a planned orientation for new employees?

☒ Yes ☐ No

(1) Is the departmental orientation guide for new employees being utilized?

☒ Yes ☐ No

(2) Have new employees reviewed the video, "Spirit of Excellence"?

☒ Yes ☐ No

**6. EVALUATION PROCESS**

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate? See attached

(1) Are evaluation assignments equitable?

☒ Yes ☐ No

(2) Are evaluations done on schedule?

☒ Yes ☐ No

(3) How do lieutenants record their observations of the sergeants' critical task performance?

See attached

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What records do the supervisors keep on the employees they supervise? See attached

(1) Are significant matters recorded and filed regularly to provide a basis for evaluations? ☒ Yes ☐ No

(a) Do records have a good balance of positive and negative comments? ☒ Yes ☐ No

(2) Do all documents and comments comply with the Peace Officers' Bill of Rights? ☒ Yes ☐ No

(3) Do all supervisors contribute to the records? ☒ Yes ☐ No

(4) Are similar records kept of supervisor's efforts? ☒ Yes ☐ No

c. Are evaluations realistic, objective, and meaningful? ☒ Yes ☐ No

(1) Are evaluations consistent in the rating process? ☒ Yes ☐ No

(2) Is there continuous and thorough documenting of performance at all command levels? ☒ Yes ☐ No

(3) Do employees feel their evaluations assist them? ☒ Yes ☐ No

(4) Are comments in the evaluation in keeping with their overall importance? See attached

(5) Is the performance objective monitored, with proper recognition given? ☒ Yes ☐ No

(6) Does the Area have a procedure to test the effectiveness of evaluations? ☒ Yes ☐ No

(7) Is the commander satisfied with the Area's evaluation process? ☒ Yes ☐ No

(8) Does the commander have a clear understanding of his/her role in the performance appraisal process? ☐ Yes ☐ No

**7. INTERIM REPORTS**

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. Are interim reports utilized as appropriate? ☒ Yes ☐ No

(1) Do supervisors understand the procedures for issuing them? ☒ Yes ☐ No

(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting? ☒ Yes ☐ No

b. Are interim reports periodically updated and discussed with the employee? ☒ Yes ☐ No

(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives? ☒ Yes ☐ No

(2) Are definite methods outlined to achieve satisfactory performance? ☒ Yes ☐ No

(3) Are controls and follow-up present? ☒ Yes ☐ No

(4) Is the plan of action fully discussed with the employee? ☒ Yes ☐ No

(5) If satisfactory performance is not achieved within the specified time frames, is further corrective action taken? ☒ Yes ☐ No

**8. INCIDENT REPORTS (CHP 2)**

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. Are local controls over CHP 2s reasonable? ☒ Yes ☐ No

(1) Who can issue them? See attached

(2) How are they filed? See attached

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(3) Are they available for supervisor's review? ☒ Yes ☐ No

(4) Who assures a proper relationship in the recognition of commendable and censurable incidents? ☒ Yes ☐ No

b. Are incident reports properly worded? ☒ Yes ☐ No

(1) Do they state the subject in plain, concise language? ☐ Yes ☐ No

(2) When appropriate, do they set goals and provide meaningful direction? ☒ Yes ☐ No

(3) Do they accomplish their purpose? ☒ Yes ☐ No

c. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report? ☒ Yes ☐ No

**9. ATTITUDES AND DISCIPLINE**

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? See attached

(1) Do officers feel their work is a valuable contribution to the departmental operation? ☒ Yes ☐ No

(2) Are there frustrations in their work? ☒ Yes ☐ No

(a) How can these frustrations be reduced? See attached

(3) Are employees familiar with recent changes in policy or procedure? ☒ Yes ☐ No

(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees? ☒ Yes ☐ No

(5) Do all employees get along well? ☒ Yes ☐ No

(6) Are there problem individuals? ☒ Yes ☐ No

(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? ☒ Yes ☐ No

b. Is there a positive motivation force present in the squad? ☒ Yes ☐ No

(1) Is a climate created so that individuals want to do a good job? ☒ Yes ☐ No

c. Are the grievance and complaint procedures understood by all supervisors and employees? ☒ Yes ☐ No

(1) How do supervisors feel about the procedures? See attached

(2) If there has been a recent case filed, was it handled successfully? ☒ Yes ☐ No

(a) If no, did it properly proceed to the next appropriate level? ☒ Yes ☐ No

(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual? ☒ Yes ☐ No

**AREA MANAGEMENT EVALUATION  
SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

AREA LACC	DIVISION Southern	NUMBER 514
EVALUATED BY PSDS I Paula Wells / Sgt. W. J. McKenna		DATE 09/15/2008

**INSTRUCTIONS:** Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION <input type="checkbox"/> Formal Evaluation <input checked="" type="checkbox"/> Informal Evaluation		SUSPENSE DATE	
FOLLOW-UP REQUIRED <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		BY	
<input type="checkbox"/> Correction Report		COMMANDER'S REVIEW	DATE

**1. GENERAL**

EVALUATED Yes	ACTION REQUIRED No	CORRECTED
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a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values? ☒ Yes ☐ No

(1) Are the employees capable of performing and maintaining essential services to the public? ☒ Yes ☐ No

(2) Are upward mobility and career development programs and training available to interested employees? ☒ Yes ☐ No

b. Do supervisors at all levels assume responsibility for the development and training of their employees? ☒ Yes ☐ No

(1) Do supervisors review and assess specific training needs with employees annually? ☒ Yes ☐ No

(a) Is this review done in conformance with the departmental Out-Service Training Plan? ☒ Yes ☐ No

Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses? ☒ Yes ☐ No

(1) Do employees seek information on training opportunities to improve their job performance? ☒ Yes ☐ No

(2) Do employees initiate their own career development plan? ☒ Yes ☐ No

(3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? ☒ Yes ☐ No

**2. LIEUTENANTS (OTHER THAN COMMANDERS)**

EVALUATED Yes	ACTION REQUIRED No	CORRECTED
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a. What are the commander's plans for developing Area lieutenants? Promoting upward mobility, discussing developmental plans, providing meaningful comments and guidance during daily operations and annual performance appraisals.

(1) Are the plans in writing? ☐ Yes ☒ No

(2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans? ☒ Yes ☐ No

(3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department? ☒ Yes ☐ No

(a) Do the lieutenants have a career development plan based on their assessment center follow-up reports? ☐ Yes ☒ No

(b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports? ☒ Yes ☐ No

(5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.? ☒ Yes ☐ No



## AREA MANAGEMENT EVALUATION

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(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility? ☒ Yes ☐ No

(a) How does the commander train the lieutenants for command responsibility? Provides guidance and meaningful feedback for self improvement. Includes them in the decision-making process. Keeps them informed of changes in policies and procedures. Empowers them to manage the command during the commander's absence.

(b) Are the lieutenants submitting completed staff work? ☒ Yes ☐ No

(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system? ☒ Yes ☐ No

(d) Are the lieutenants participating in Headquarters career development assignments? ☐ Yes ☒ No

b. Are lieutenants given freedom to manage their respective operations? ☒ Yes ☐ No

(1) Are the lieutenants effective supervisors? ☒ Yes ☐ No

(2) Are the lieutenants developing managerial skills in subordinate supervisors? ☒ Yes ☐ No

(3) Are the lieutenants well-organized in their work? ☒ Yes ☐ No

(a) Do they maintain files to assist in evaluations? ☒ Yes ☐ No

(b) Do they plan and make effective use of time? ☒ Yes ☐ No

(c) Do they work closely with subordinates? ☒ Yes ☐ No

(d) Do they foresee problems and plan for them? ☒ Yes ☐ No

(e) Do they have an "open door" policy that does not circumvent the sergeant's authority? ☒ Yes ☐ No

### 3. SERGEANTS

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. Is the sergeant's role as an essential member of the command's management team well-defined and understood? ☒ Yes ☐ No

(1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities? ☒ Yes ☐ No

(a) Do the sergeants maximize their on-the-road field supervision time? ☒ Yes ☐ No

(b) Do the sergeants properly apply management philosophies and supervisory skills? ☒ Yes ☐ No

(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates? ☒ Yes ☐ No

(2) Do the sergeants assist in the development of their subordinates? ☒ Yes ☐ No

(a) After officers with supervisory potential are identified, what is done to develop that potential? Officers are given administrative projects, Freeway Service Patrol complaint investigations, OIC duties, and provided study groups/mock orals.

(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals? ☒ Yes ☐ No

(a) Do the sergeants' actions show a willingness to become involved? ☒ Yes ☐ No

(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior? ☒ Yes ☐ No

(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift? ☒ Yes ☐ No

(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage? ☒ Yes ☐ No

(5) Is there an established system for sergeants' ride-alongs? ☒ Yes ☐ No

**AREA MANAGEMENT EVALUATION**  
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(a) Are sergeants conducting ride-alongs as required? ☒ Yes ☐ No

(b) How are ride-alongs documented? Documentation on CHP 100 forms and CHP 112's.

(6) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers? ☒ Yes ☐ No

(a) How is courtroom observation documented? Documentation on CHP 100 forms.

(b) Has courtroom procedures/testimony training been provided for officers? ☒ Yes ☐ No

(7) What policy does Area have for review of reports? Sergeants review documentation. If unavailable, the chain of command is used to review the documentation.

(a) How often do sergeants review and, if necessary, discuss reports with officers? Reports are discussed at unit meetings and, if necessary, on a one-to-one basis.

(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors? ☐ Yes ☒ No

(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents? ☒ Yes ☐ No

(8) Do sergeants respond to incidents involving damage to state equipment or injury to personnel? ☒ Yes ☐ No

(a) Do they assist with felony arrests or respond to physical arrest incidents? ☒ Yes ☐ No

(b) Do they respond to specific types of accidents? (If yes, specify.) ☒ Yes ☐ No

Major traffic collisions involving Freeway Service Patrol tow trucks, and any collision involving on-duty personnel.

(c) What role do sergeants assume at accident scenes? Sergeants become the incident commander, observe and collect facts related to the incident, and ensure employee safety.

(d) Are sergeants aware of MAIT call-out criteria? ☒ Yes ☐ No

(e) How many times has a sergeant been "called-out" to an accident in the past year? Once

(9) Are daily briefings held for each shift? ☒ Yes ☐ No

(a) Are briefings interesting and meaningful, with the supervisor in control? ☒ Yes ☐ No

(b) How are briefing items and attendance documented and filed for future reference? Unit meetings are held every Monday. Schedules document attendance. SROVT's read at the Monday meetings. TMC hold daily briefings.

(c) How are special duty officers briefed? N/A

(10) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)? The Sergeant has a master planning calendar to discuss upcoming training and missions.

(11) Do sergeants participate in Public Affairs activities? ☒ Yes ☐ No

(a) Have they received public speaking training from their commander? ☒ Yes ☐ No

(12) Do newly promoted or transferred sergeants receive proper orientation? ☒ Yes ☐ No

(13) Do the sergeants have a good working knowledge of policies and procedures affecting their assignment? ☒ Yes ☐ No

**AREA MANAGEMENT EVALUATION  
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(a) How do sergeants keep current on additions or revisions to policy? Daily MIS bulletins through AIMS, Division and local access.

(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.? ☒ Yes ☐ No

(c) Do the sergeants expedite training/briefing of recent changes for subordinates? ☒ Yes ☐ No

**4. OFFICERS**

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. Does Area have a formal orientation training program? ☐ Yes ☒ No

(1) Does a supervisor oversee this program? ☐ Yes ☒ No

(2) Are departmental guidelines followed for field orientation training? ☐ Yes ☒ No

(3) Are Area field training officers (FTOs) departmentally qualified? ☐ Yes ☒ No

b. Did Area adequately identify their needs when planning their training program? ☒ Yes ☐ No

(1) Has an effective training program plan been developed? ☒ Yes ☐ No

(a) Does it reflect both current and future needs? ☒ Yes ☐ No

(b) Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs? ☒ Yes ☐ No

(c) Are plans regularly updated? ☒ Yes ☐ No

(2) Who is responsible for training? Sergeant Steve Shenian, Sergeant William McKenna, Officer Edward Lopez

(a) Is this person effective? ☒ Yes ☐ No

(b) Are guest speakers and other instructors regularly scheduled? ☒ Yes ☐ No

(c) Are critiques used to ensure only the best presentations are scheduled? ☒ Yes ☐ No

(d) How does Area identify personnel whose expertise may qualify them as an instructor? Training, experience and previous experience instructing others.

(3) What methods are used by Area to establish training needs? Willingness to participate, departmental MIS, deficiencies with shootings, driving, etc., policy updates, less lethal CEW (taser).

(a) Do training topics appear relevant? ☒ Yes ☐ No

(b) Are training results objectively evaluated on a regular basis? ☒ Yes ☐ No

c. Who is responsible for specialized training with the Area? Officers Laura Mitchell and Sam Griffith, Southern Division liaisons.

(1) Are all officers proficient with cameras? ☒ Yes ☐ No

(a) If not, are enough trained to meet operational needs? ☐ Yes ☐ No

(b) Is refresher training provided periodically? ☒ Yes ☐ No

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(c) Who reviews photographs when they are returned? Sergeant William McKenna - Freeway Service Patrol

(d) Is a specific individual responsible for camera maintenance?

☒ Yes ☐ No

(2) Is one specific person responsible for Defensive Driver Training?

☒ Yes ☐ No

(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupational Safety Manual?

☒ Yes ☐ No

(3) Are there any special needs in the Area?

☐ Yes ☒ No

(a) If so, has any special training been provided in those areas?

☐ Yes ☐ No

(4) Are all officers currently certified in CPR?

☒ Yes ☐ No

(a) Is annual training conducted on schedule?

☒ Yes ☐ No

d. Is one specific person responsible for training records?

☒ Yes ☐ No

(1) Is a training chart utilized to record all training conducted in the Area?

☒ Yes ☐ No

(2) If a training chart is not used, what type of system is utilized by the Area?

(3) Are In-Service training records complete and current?

☒ Yes ☐ No

(a) Have officers new to the Area been added to the records?

☒ Yes ☐ No

(4) Are records of individual officers current?

☒ Yes ☐ No

**5. NONUNIFORMED**

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. What special training has been planned for nonuniformed employees?

PSD II Phase I and Phase II training at the Academy

and in area, PSD II In-Service Training at the Academy and Area Training Days.

b. Is there a planned orientation for new employees?

☒ Yes ☐ No

(1) Is the departmental orientation guide for new employees being utilized?

☒ Yes ☐ No

(2) Have new employees reviewed the video, "Spirit of Excellence"?

☒ Yes ☐ No

**6. EVALUATION PROCESS**

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate? Weekly unit meetings, ride-alongs, field supervision and telephone calls.

(1) Are evaluation assignments equitable?

☒ Yes ☐ No

(2) Are evaluations done on schedule?

☒ Yes ☐ No

(3) How do lieutenants record their observations of the sergeants' critical task performance?

On the monthly CHP 112

and on the CHP 118, Annual Performance Appraisal.

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What records do the supervisors keep on the employees they supervise? Daily Observation Reports for probationary employees in training, CHP 100 Job Performance Summary, CHP 2 Incident Reports, CHP 118's, employee's personnel folder.

(1) Are significant matters recorded and filed regularly to provide a basis for evaluations? ☒ Yes ☐ No

(a) Do records have a good balance of positive and negative comments? ☒ Yes ☐ No

(2) Do all documents and comments comply with the Peace Officers' Bill of Rights? ☒ Yes ☐ No

(3) Do all supervisors contribute to the records? ☒ Yes ☐ No

(4) Are similar records kept of supervisor's efforts? ☒ Yes ☐ No

c. Are evaluations realistic, objective, and meaningful? ☒ Yes ☐ No

(1) Are evaluations consistent in the rating process? ☒ Yes ☐ No

(2) Is there continuous and thorough documenting of performance at all command levels? ☒ Yes ☐ No

(3) Do employees feel their evaluations assist them? ☒ Yes ☐ No

(4) Are comments in the evaluation in keeping with their overall importance? Yes

(5) Is the performance objective monitored, with proper recognition given? ☒ Yes ☐ No

(6) Does the Area have a procedure to test the effectiveness of evaluations? ☒ Yes ☐ No

(7) Is the commander satisfied with the Area's evaluation process? ☒ Yes ☐ No

(8) Does the commander have a clear understanding of his/her role in the performance appraisal process? ☒ Yes ☐ No

**7. INTERIM REPORTS**

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. Are interim reports utilized as appropriate? ☒ Yes ☐ No

(1) Do supervisors understand the procedures for issuing them? ☒ Yes ☐ No

(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting? ☒ Yes ☐ No

b. Are interim reports periodically updated and discussed with the employee? ☒ Yes ☐ No

(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives? ☒ Yes ☐ No

(2) Are definite methods outlined to achieve satisfactory performance? ☒ Yes ☐ No

(3) Are controls and follow-up present? ☒ Yes ☐ No

(4) Is the plan of action fully discussed with the employee? ☒ Yes ☐ No

(5) If satisfactory performance is not achieved within the specified time frames, is further corrective action taken? ☒ Yes ☐ No

**8. INCIDENT REPORTS (CHP 2)**

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. Are local controls over CHP 2s reasonable? ☒ Yes ☐ No

(1) Who can issue them? PSDS I's and II's, Sergeants, Lieutenant, Area Commander

(2) How are they filed? In the employee's personnel folder

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(3) Are they available for supervisor's review? ☒ Yes ☐ No(4) Who assures a proper relationship in the recognition of commendable and censurable incidents? ☐ Yes ☐ Nob. Are incident reports properly worded? ☒ Yes ☐ No(1) Do they state the subject in plain, concise language? ☒ Yes ☐ No(2) When appropriate, do they set goals and provide meaningful direction? ☒ Yes ☐ No(3) Do they accomplish their purpose? ☒ Yes ☐ Noc. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report? ☒ Yes ☐ No**9. ATTITUDES AND DISCIPLINE**

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? On the whole, employees have a positive working relationship with their supervisors. They enjoy and take pride in the work they do; in the Communications Center, Traffic Management Center and in the Freeway Service Patrol Program.

(1) Do officers feel their work is a valuable contribution to the departmental operation? ☒ Yes ☐ No(2) Are there frustrations in their work? ☒ Yes ☐ No

(a) How can these frustrations be reduced? Utilizing vacation time, beat and shift rotations, Wellness Day, providing an appropriate avenue to vent frustrations, training, counseling, Employee Assistance Program.

(3) Are employees familiar with recent changes in policy or procedure? ☒ Yes ☐ No(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees? ☒ Yes ☐ No(5) Do all employees get along well? ☒ Yes ☐ No(6) Are there problem individuals? ☒ Yes ☐ No(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior? ☒ Yes ☐ Nob. Is there a positive motivation force present in the squad? ☒ Yes ☐ No(1) Is a climate created so that individuals want to do a good job? ☒ Yes ☐ Noc. Are the grievance and complaint procedures understood by all supervisors and employees? ☒ Yes ☐ No

(1) How do supervisors feel about the procedures? Supervisors on all levels have a good working knowledge of the procedures and are actively involved in resolving issues at the lowest level.

(2) If there has been a recent case filed, was it handled successfully? ☒ Yes ☐ No(a) If no, did it properly proceed to the next appropriate level? ☐ Yes ☐ No(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual? ☒ Yes ☐ No

AREA	DIVISION	NUMBER
Commercial Unit	Southern	510
EVALUATED BY		DATE
J. Loftin, Sergeant		08/21/2008

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION		SUSPENSE DATE
<input type="checkbox"/> Formal Evaluation	<input checked="" type="checkbox"/> Informal Evaluation	09/30/2008
FOLLOW-UP REQUIRED		COMMANDER'S REVIEW
<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Correction Report	DATE
BY		08/25/2008
1. GENERAL		EVALUATED
		Yes
		ACTION REQUIRED
		No
		CORRECTED

a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values? ☒ Yes ☐ No

(1) Are the employees capable of performing and maintaining essential services to the public? ☒ Yes ☐ No

(2) Are upward mobility and career development programs and training available to interested employees? ☒ Yes ☐ No

b. Do supervisors at all levels assume responsibility for the development and training of their employees? ☒ Yes ☐ No

(1) Do supervisors review and assess specific training needs with employees annually? ☒ Yes ☐ No

(a) Is this review done in conformance with the departmental Out-Service Training Plan? ☒ Yes ☐ No

c. Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses? ☒ Yes ☐ No

(1) Do employees seek information on training opportunities to improve their job performance? ☒ Yes ☐ No

(2) Do employees initiate their own career development plan? ☒ Yes ☐ No

(3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? ☒ Yes ☐ No

2. LIEUTENANTS (OTHER THAN COMMANDERS)	EVALUATED	ACTION REQUIRED	CORRECTED
	No	No	

a. What are the commander's plans for developing Area lieutenants? N/A. The Southern Division - Commercial Unit does not have a lieutenant assigned to it.

(1) Are the plans in writing? ☐ Yes ☐ No

(2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans? ☐ Yes ☐ No

(3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department? ☐ Yes ☐ No

(a) Do the lieutenants have a career development plan based on their assessment center follow-up reports? ☐ Yes ☐ No

(b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports? ☐ Yes ☐ No

(5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.? ☐ Yes ☐ No

*Burley*



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(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility? ☐ Yes ☐ No

(a) How does the commander train the lieutenants for command responsibility? N/A

(b) Are the lieutenants submitting completed staff work? ☐ Yes ☐ No

(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system? ☐ Yes ☐ No

(d) Are the lieutenants participating in Headquarters career development assignments? ☐ Yes ☐ No

b. Are lieutenants given freedom to manage their respective operations? ☐ Yes ☐ No

(1) Are the lieutenants effective supervisors? ☐ Yes ☐ No

(2) Are the lieutenants developing managerial skills in subordinate supervisors? ☐ Yes ☐ No

(3) Are the lieutenants well-organized in their work? ☐ Yes ☐ No

(a) Do they maintain files to assist in evaluations? ☐ Yes ☐ No

(b) Do they plan and make effective use of time? ☐ Yes ☐ No

(c) Do they work closely with subordinates? ☐ Yes ☐ No

(d) Do they foresee problems and plan for them? ☐ Yes ☐ No

(e) Do they have an "open door" policy that does not circumvent the sergeant's authority? ☐ Yes ☐ No

**3. SERGEANTS**

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. Is the sergeant's role as an essential member of the command's management team well-defined and understood? ☒ Yes ☐ No

(1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities? ☒ Yes ☐ No

(a) Do the sergeants maximize their on-the-road field supervision time? ☒ Yes ☐ No

(b) Do the sergeants properly apply management philosophies and supervisory skills? ☒ Yes ☐ No

(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates? ☒ Yes ☐ No

(2) Do the sergeants assist in the development of their subordinates? ☒ Yes ☐ No

(a) After officers with supervisory potential are identified, what is done to develop that potential? Officers are provided opportunities to act as an OIC, and are sent to training, which would be beneficial.

(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals? ☒ Yes ☐ No

(a) Do the sergeants' actions show a willingness to become involved? ☒ Yes ☐ No

(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior? ☒ Yes ☐ No

(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift? ☒ Yes ☐ No

(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage? ☒ Yes ☐ No

(5) Is there an established system for sergeants' ride-alongs? ☒ Yes ☐ No



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(a) Are sergeants conducting ride-alongs as required? ☒ Yes ☐ No

(b) How are ride-alongs documented? Ride-alongs are documented on the officers 100 form and the Sgt.'s 112 form.

(6) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers? ☒ Yes ☐ No

(a) How is courtroom observation documented? Officers 100 forms.

(b) Has courtroom procedures/testimony training been provided for officers? ☒ Yes ☐ No

(7) What policy does Area have for review of reports? Most reports are reviewed by the Host Area Sgt.'s; however significant or complicated reports are reviewed and approved by a Commercial Unit Sgt.

(a) How often do sergeants review and, if necessary, discuss reports with officers? As often as necessary.

(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors? ☒ Yes ☐ No

(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents? ☒ Yes ☐ No

(8) Do sergeants respond to incidents involving damage to state equipment or injury to personnel? ☒ Yes ☐ No

(a) Do they assist with felony arrests or respond to physical arrest incidents? ☒ Yes ☐ No

(b) Do they respond to specific types of accidents? (If yes, specify.) ☒ Yes ☐ No

Sgt.'s almost always respond to significant Commercial Unit related events even if a Host Area Sgt. is on-scene.

(c) What role do sergeants assume at accident scenes? Sgt.'s act as a resource for officers to use on-scene and give direction as needed or required.

(d) Are sergeants aware of MAIT call-out criteria? ☒ Yes ☐ No

(e) How many times has a sergeant been "called-out" to an accident in the past year? Numerous.

(9) Are daily briefings held for each shift? ☐ Yes ☒ No

(a) Are briefings interesting and meaningful, with the supervisor in control? ☐ Yes ☒ No

(b) How are briefing items and attendance documented and filed for future reference? Officers attend briefings at their Host Area office. Their attendance is documented on their CHP 100 form.

(c) How are special duty officers briefed? They are briefed by the Administrative Sgt.

(10) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)? Sgt.'s use a planning calendar, monthly unit meetings, and verbal / written communication with management, peers and subordinates to plan their goals for the month.

(11) Do sergeants participate in Public Affairs activities? ☒ Yes ☐ No

(a) Have they received public speaking training from their commander? ☒ Yes ☐ No

(12) Do newly promoted or transferred sergeants receive proper orientation? ☒ Yes ☐ No

(13) Do the sergeants have a good working knowledge of policies and procedures affecting their assignment? ☒ Yes ☐ No

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(a) How do sergeants keep current on additions or revisions to policy? They review the daily MIS, policy revisions, and participate in Commercial related policy meetings.

(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.?

☒ Yes ☐ No

(c) Do the sergeants expedite training/briefing of recent changes for subordinates?

☒ Yes ☐ No

**4. OFFICERS**

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

a. Does Area have a formal orientation training program?

☒ Yes ☐ No

(1) Does a supervisor oversee this program?

☒ Yes ☐ No

(2) Are departmental guidelines followed for field orientation training?

☒ Yes ☐ No

(3) Are Area field training officers (FTOs) departmentally qualified?

☒ Yes ☐ No

b. Did Area adequately identify their needs when planning their training program?

☒ Yes ☐ No

(1) Has an effective training program plan been developed?

☒ Yes ☐ No

(a) Does it reflect both current and future needs?

☒ Yes ☐ No

(b) Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs?

☒ Yes ☐ No

(c) Are plans regularly updated?

☒ Yes ☐ No

(2) Who is responsible for training? The Area training Officer and the Administrative Sergeant.

(a) Is this person effective?

☒ Yes ☐ No

(b) Are guest speakers and other instructors regularly scheduled?

☒ Yes ☐ No

(c) Are critiques used to ensure only the best presentations are scheduled?

☒ Yes ☐ No

(d) How does Area identify personnel whose expertise may qualify them as an instructor? Through memorandums submitted by officers with their qualifications and through knowledge of Sgt.'s about their officers.

(3) What methods are used by Area to establish training needs? A training calendar is kept, the Admin. Sgt. advises the training officer of required quarterly training and follows-up to ensure it has been completed. E-mails are sent to officers posting upcoming commercial training. Sgt.'s review upcoming commercial training and determine what officers should or need to attend.

(a) Do training topics appear relevant?

☒ Yes ☐ No

(b) Are training results objectively evaluated on a regular basis?

☒ Yes ☐ No

c. Who is responsible for specialized training with the Area? The Area training officer and Administrative Sgt.

(1) Are all officers proficient with cameras?

☒ Yes ☐ No

(a) If not, are enough trained to meet operational needs?

☒ Yes ☐ No

(b) Is refresher training provided periodically?

☐ Yes ☒ No

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(c) Who reviews photographs when they are returned? Photographs are digital or Polaroid and are reviewed by the Officers who took them and sometimes their Sgt.

(d) Is a specific individual responsible for camera maintenance? ☒ Yes ☐ No

(2) Is one specific person responsible for Defensive Driver Training? ☒ Yes ☐ No

(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupational Safety Manual? ☒ Yes ☐ No

(3) Are there any special needs in the Area? ☒ Yes ☐ No

(a) If so, has any special training been provided in those areas? ☒ Yes ☐ No

(4) Are all officers currently certified in CPR? ☒ Yes ☐ No

(a) Is annual training conducted on schedule? ☒ Yes ☐ No

d. Is one specific person responsible for training records? ☒ Yes ☐ No

(1) Is a training chart utilized to record all training conducted in the Area? ☐ Yes ☒ No

(2) If a training chart is not used, what type of system is utilized by the Area? The Officer Training System.

(3) Are In-Service training records complete and current? ☒ Yes ☐ No

(a) Have officers new to the Area been added to the records? ☒ Yes ☐ No

(4) Are records of individual officers current? ☒ Yes ☐ No

**5. NONUNIFORMED**

EVALUATED	ACTION REQUIRED	CORRECTED
Yes	No	

a. What special training has been planned for nonuniformed employees? CVIS employees receive specialized commercial training as needed and attend monthly unit meetings and training days with the officers.

b. Is there a planned orientation for new employees? ☒ Yes ☐ No

(1) Is the departmental orientation guide for new employees being utilized? ☒ Yes ☐ No

(2) Have new employees reviewed the video, "Spirit of Excellence"? ☒ Yes ☐ No

**6. EVALUATION PROCESS**

EVALUATED	ACTION REQUIRED	CORRECTED
Yes	No	

a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate? The Captain regularly reviews the Sgt.'s 112 forms and meets with Sgt's informally to determine what is being done to evaluate officers they supervise.

(1) Are evaluation assignments equitable? ☒ Yes ☐ No

(2) Are evaluations done on schedule? ☒ Yes ☐ No

(3) How do lieutenants record their observations of the sergeants' critical task performance? Observations are done by the Captain and are done on a CHP 2 and/or CHP 112 form.

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b. What records do the supervisors keep on the employees they supervise? Only those records required by policy and most of those are retained in the officers personnel folder.

(1) Are significant matters recorded and filed regularly to provide a basis for evaluations? ☒ Yes ☐ No

(a) Do records have a good balance of positive and negative comments? ☒ Yes ☐ No

(2) Do all documents and comments comply with the Peace Officers' Bill of Rights? ☒ Yes ☐ No

(3) Do all supervisors contribute to the records? ☒ Yes ☐ No

(4) Are similar records kept of supervisor's efforts? ☒ Yes ☐ No

c. Are evaluations realistic, objective, and meaningful? ☒ Yes ☐ No

(1) Are evaluations consistent in the rating process? ☒ Yes ☐ No

(2) Is there continuous and thorough documenting of performance at all command levels? ☒ Yes ☐ No

(3) Do employees feel their evaluations assist them? ☒ Yes ☐ No

(4) Are comments in the evaluation in keeping with their overall importance? Yes.

(5) Is the performance objective monitored, with proper recognition given? ☐ Yes ☐ No

(6) Does the Area have a procedure to test the effectiveness of evaluations? ☐ Yes ☐ No

(7) Is the commander satisfied with the Area's evaluation process? ☐ Yes ☐ No

(8) Does the commander have a clear understanding of his/her role in the performance appraisal process? ☐ Yes ☐ No

## 7. INTERIM REPORTS

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

a. Are interim reports utilized as appropriate? ☒ Yes ☐ No

(1) Do supervisors understand the procedures for issuing them? ☒ Yes ☐ No

(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting? ☒ Yes ☐ No

b. Are interim reports periodically updated and discussed with the employee? ☒ Yes ☐ No

(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives? ☒ Yes ☐ No

(2) Are definite methods outlined to achieve satisfactory performance? ☒ Yes ☐ No

(3) Are controls and follow-up present? ☒ Yes ☐ No

(4) Is the plan of action fully discussed with the employee? ☒ Yes ☐ No

(5) If satisfactory performance is not achieved within the specified time frames, is further corrective action taken? ☒ Yes ☐ No

## 8. INCIDENT REPORTS (CHP 2)

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

a. Are local controls over CHP 2s reasonable? ☒ Yes ☐ No

(1) Who can issue them? Sergeants and managers.

(2) How are they filed? In the officers personnel folder after review with the officer.

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(3) Are they available for supervisor's review?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Who assures a proper relationship in the recognition of commendable and censurable incidents?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b. Are incident reports properly worded?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Do they state the subject in plain, concise language?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) When appropriate, do they set goals and provide meaningful direction?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Do they accomplish their purpose?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
c. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

<b>9. ATTITUDES AND DISCIPLINE</b>	EVALUATED Yes	ACTION REQUIRED No	CORRECTED
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a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? The employees in the Commercial Unit have bonded together as a family and work hard for their supervisors and the Captain. They except constructive criticism well, consistently strive to improve performance and understand their role as an MRE in traffic enforcement.

(1) Do officers feel their work is a valuable contribution to the departmental operation?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Are there frustrations in their work?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

(a) How can these frustrations be reduced? Frustrations are discussed openly at unit meetings. Employees are given ample time to discuss any frustrations as a group with the Officers, Sergeants and Captain. Officers may also discuss frustrations personally with Sgt.'s, the Captain or an Area Rep. at any time.

(3) Are employees familiar with recent changes in policy or procedure?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(5) Do all employees get along well?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(6) Are there problem individuals?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

b. Is there a positive motivation force present in the squad?

(1) Is a climate created so that individuals <u>want</u> to do a good job?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
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c. Are the grievance and complaint procedures understood by all supervisors and employees?

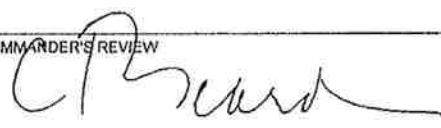
(1) How do supervisors feel about the procedures? Supervisors accept the procedures as a way to rectify any problems within the unit and feel they are a necessary system of checks and balances.	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
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(2) If there has been a recent case filed, was it handled successfully?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(a) If no, did it properly proceed to the next appropriate level?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

AREA 590	DIVISION Southern	NUMBER
EVALUATED BY Sergeant Mike Edison, #13503		DATE 06/17/2008

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION <input type="checkbox"/> Formal Evaluation <input checked="" type="checkbox"/> Informal Evaluation		SUSPENSE DATE	
FOLLOW-UP REQUIRED <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		COMMANDER'S REVIEW 	DATE 7/28/08
<input type="checkbox"/> Correction Report		BY	

### 1. GENERAL

EVALUATED Yes	ACTION REQUIRED	CORRECTED
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- a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values? ☒ Yes ☐ No
- (1) Are the employees capable of performing and maintaining essential services to the public? ☒ Yes ☐ No
- (2) Are upward mobility and career development programs and training available to interested employees? ☒ Yes ☐ No
- b. Do supervisors at all levels assume responsibility for the development and training of their employees? ☒ Yes ☐ No
- (1) Do supervisors review and assess specific training needs with employees annually? ☒ Yes ☐ No
- (a) Is this review done in conformance with the departmental Out-Service Training Plan? ☒ Yes ☐ No
- c. Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses? ☒ Yes ☐ No
- (1) Do employees seek information on training opportunities to improve their job performance? ☒ Yes ☐ No
- (2) Do employees initiate their own career development plan? ☒ Yes ☐ No
- (3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? ☒ Yes ☐ No

### 2. LIEUTENANTS (OTHER THAN COMMANDERS)

EVALUATED Yes	ACTION REQUIRED	CORRECTED
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- a. What are the commander's plans for developing Area lieutenants?

- (1) Are the plans in writing? ☒ Yes ☐ No
- (2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans? ☒ Yes ☐ No
- (3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department? ☒ Yes ☐ No
- (a) Do the lieutenants have a career development plan based on their assessment center follow-up reports? ☒ Yes ☐ No
- (b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports? ☒ Yes ☐ No
- (5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.? ☒ Yes ☐ No



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(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility? ☒ Yes ☐ No

(a) How does the commander train the lieutenants for command responsibility?

(b) Are the lieutenants submitting completed staff work? ☒ Yes ☐ No

(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system? ☒ Yes ☐ No

(d) Are the lieutenants participating in Headquarters career development assignments? ☒ Yes ☐ No

b. Are lieutenants given freedom to manage their respective operations? ☒ Yes ☐ No

(1) Are the lieutenants effective supervisors? ☒ Yes ☐ No

(2) Are the lieutenants developing managerial skills in subordinate supervisors? ☒ Yes ☐ No

(3) Are the lieutenants well-organized in their work? ☒ Yes ☐ No

(a) Do they maintain files to assist in evaluations? ☒ Yes ☐ No

(b) Do they plan and make effective use of time? ☒ Yes ☐ No

(c) Do they work closely with subordinates? ☒ Yes ☐ No

(d) Do they foresee problems and plan for them? ☒ Yes ☐ No

(e) Do they have an "open door" policy that does not circumvent the sergeant's authority? ☒ Yes ☐ No

**3. SERGEANTS**

EVALUATED  
Yes

ACTION REQUIRED

CORRECTED

a. Is the sergeant's role as an essential member of the command's management team well-defined and understood? ☒ Yes ☐ No

(1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities? ☒ Yes ☐ No

(a) Do the sergeants maximize their on-the-road field supervision time? ☒ Yes ☐ No

(b) Do the sergeants properly apply management philosophies and supervisory skills? ☒ Yes ☐ No

(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates? ☒ Yes ☐ No

(2) Do the sergeants assist in the development of their subordinates? ☒ Yes ☐ No

(a) After officers with supervisory potential are identified, what is done to develop that potential?

(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals? ☒ Yes ☐ No

(a) Do the sergeants' actions show a willingness to become involved? ☒ Yes ☐ No

(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior? ☒ Yes ☐ No

(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift? ☒ Yes ☐ No

(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage? ☒ Yes ☐ No

(5) Is there an established system for sergeants' ride-alongs? ☒ Yes ☐ No

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(a) Are sergeants conducting ride-alongs as required?

☒ Yes ☐ No

(b) How are ride-alongs documented?

(6) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers?

☒ Yes ☐ No

(a) How is courtroom observation documented?

(b) Has courtroom procedures/testimony training been provided for officers?

☒ Yes ☐ No

(7) What policy does Area have for review of reports?

(a) How often do sergeants review and, if necessary, discuss reports with officers?

(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?

☒ Yes ☐ No

(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents?

☒ Yes ☐ No

(8) Do sergeants respond to incidents involving damage to state equipment or injury to personnel?

☒ Yes ☐ No

(a) Do they assist with felony arrests or respond to physical arrest incidents?

☒ Yes ☐ No

(b) Do they respond to specific types of accidents? (If yes, specify.)

☒ Yes ☐ No

(c) What role do sergeants assume at accident scenes?

(d) Are sergeants aware of MAIT call-out criteria?

☒ Yes ☐ No

(e) How many times has a sergeant been "called-out" to an accident in the past year?

(9) Are daily briefings held for each shift?

☒ Yes ☐ No

(a) Are briefings interesting and meaningful, with the supervisor in control?

☒ Yes ☐ No

(b) How are briefing items and attendance documented and filed for future reference?

(c) How are special duty officers briefed?

(10) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)?

(11) Do sergeants participate in Public Affairs activities?

☒ Yes ☐ No

(a) Have they received public speaking training from their commander?

☐ Yes ☒ No

(12) Do newly promoted or transferred sergeants receive proper orientation?

☒ Yes ☐ No

(13) Do the sergeants have a good working knowledge of policies and procedures affecting their assignment?

☒ Yes ☐ No



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(a) How do sergeants keep current on additions or revisions to policy?

(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.?

☒ Yes ☐ No

(c) Do the sergeants expedite training/briefing of recent changes for subordinates?

☒ Yes ☐ No

**4. OFFICERS**

EVALUATED

Yes

ACTION REQUIRED

CORRECTED

a. Does Area have a formal orientation training program?

☒ Yes ☐ No

(1) Does a supervisor oversee this program?

☒ Yes ☐ No

(2) Are departmental guidelines followed for field orientation training?

☒ Yes ☐ No

(3) Are Area field training officers (FTOs) departmentally qualified?

☒ Yes ☐ No

b. Did Area adequately identify their needs when planning their training program?

☒ Yes ☐ No

(1) Has an effective training program plan been developed?

☒ Yes ☐ No

(a) Does it reflect both current and future needs?

☒ Yes ☐ No

(b) Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs?

☒ Yes ☐ No

(c) Are plans regularly updated?

☒ Yes ☐ No

(2) Who is responsible for training?

(a) Is this person effective?

☒ Yes ☐ No

(b) Are guest speakers and other instructors regularly scheduled?

☒ Yes ☐ No

(c) Are critiques used to ensure only the best presentations are scheduled?

☒ Yes ☐ No

(d) How does Area identify personnel whose expertise may qualify them as an instructor?

(3) What methods are used by Area to establish training needs?

(a) Do training topics appear relevant?

☒ Yes ☐ No

(b) Are training results objectively evaluated on a regular basis?

☒ Yes ☐ No

c. Who is responsible for specialized training with the Area?

(1) Are all officers proficient with cameras?

☒ Yes ☐ No

(a) If not, are enough trained to meet operational needs?

☒ Yes ☐ No

(b) Is refresher training provided periodically?

☒ Yes ☐ No

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(c) Who reviews photographs when they are returned?

(d) Is a specific individual responsible for camera maintenance?

☒ Yes ☐ No

(2) Is one specific person responsible for Defensive Driver Training?

☒ Yes ☐ No

(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupational Safety Manual?

☒ Yes ☐ No

(3) Are there any special needs in the Area?

☐ Yes ☒ No

(a) If so, has any special training been provided in those areas?

☐ Yes ☐ No

(4) Are all officers currently certified in CPR?

☒ Yes ☐ No

(a) Is annual training conducted on schedule?

☒ Yes ☐ No

d. Is one specific person responsible for training records?

☒ Yes ☐ No

(1) Is a training chart utilized to record all training conducted in the Area?

☒ Yes ☐ No

(2) If a training chart is not used, what type of system is utilized by the Area?

(3) Are In-Service training records complete and current?

☒ Yes ☐ No

(a) Have officers new to the Area been added to the records?

☒ Yes ☐ No

(4) Are records of individual officers current?

☒ Yes ☐ No

**5. NONUNIFORMED**

EVALUATED  
Yes

ACTION REQUIRED

CORRECTED

a. What special training has been planned for nonuniformed employees?

b. Is there a planned orientation for new employees?

☒ Yes ☐ No

(1) Is the departmental orientation guide for new employees being utilized?

☒ Yes ☐ No

(2) Have new employees reviewed the video, "Spirit of Excellence"?

☐ Yes ☒ No

**6. EVALUATION PROCESS**

EVALUATED  
Yes

ACTION REQUIRED

CORRECTED

a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate?

(1) Are evaluation assignments equitable?

☒ Yes ☐ No

(2) Are evaluations done on schedule?

☒ Yes ☐ No

(3) How do lieutenants record their observations of the sergeants' critical task performance?

b. What records do the supervisors keep on the employees they supervise?

(1) Are significant matters recorded and filed regularly to provide a basis for evaluations? ☒ Yes ☐ No

(a) Do records have a good balance of positive and negative comments? ☒ Yes ☐ No

(2) Do all documents and comments comply with the Peace Officers' Bill of Rights? ☒ Yes ☐ No

(3) Do all supervisors contribute to the records? ☒ Yes ☐ No

(4) Are similar records kept of supervisor's efforts? ☒ Yes ☐ No

c. Are evaluations realistic, objective, and meaningful? ☒ Yes ☐ No

(1) Are evaluations consistent in the rating process? ☒ Yes ☐ No

(2) Is there continuous and thorough documenting of performance at all command levels? ☒ Yes ☐ No

(3) Do employees feel their evaluations assist them? ☒ Yes ☐ No

(4) Are comments in the evaluation in keeping with their overall importance?

(5) Is the performance objective monitored, with proper recognition given? ☒ Yes ☐ No

(6) Does the Area have a procedure to test the effectiveness of evaluations? ☒ Yes ☐ No

(7) Is the commander satisfied with the Area's evaluation process? ☒ Yes ☐ No

(8) Does the commander have a clear understanding of his/her role in the performance appraisal process? ☒ Yes ☐ No

## 7. INTERIM REPORTS

EVALUATED  
Yes

ACTION REQUIRED

CORRECTED

a. Are interim reports utilized as appropriate? ☒ Yes ☐ No

(1) Do supervisors understand the procedures for issuing them? ☒ Yes ☐ No

(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting? ☒ Yes ☐ No

b. Are interim reports periodically updated and discussed with the employee? ☒ Yes ☐ No

(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives? ☒ Yes ☐ No

(2) Are definite methods outlined to achieve satisfactory performance? ☒ Yes ☐ No

(3) Are controls and follow-up present? ☒ Yes ☐ No

(4) Is the plan of action fully discussed with the employee? ☒ Yes ☐ No

(5) If satisfactory performance is not achieved within the specified time frames, is further corrective action taken? ☒ Yes ☐ No

## 8. INCIDENT REPORTS (CHP 2)

EVALUATED  
Yes

ACTION REQUIRED

CORRECTED

a. Are local controls over CHP 2s reasonable? ☒ Yes ☐ No

(1) Who can issue them?

(2) How are they filed?

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(3) Are they available for supervisor's review?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Who assures a proper relationship in the recognition of commendable and censurable incidents?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b. Are incident reports properly worded?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Do they state the subject in plain, concise language?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) When appropriate, do they set goals and provide meaningful direction?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Do they accomplish their purpose?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
c. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

<b>9. ATTITUDES AND DISCIPLINE</b>	<b>EVALUATED</b> Yes	<b>ACTION REQUIRED</b>	<b>CORRECTED</b>
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a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.?

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(1) Do officers feel their work is a valuable contribution to the departmental operation?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Are there frustrations in their work?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a) How can these frustrations be reduced?		

(3) Are employees familiar with recent changes in policy or procedure?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(5) Do all employees get along well?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(6) Are there problem individuals?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior?		
<input type="checkbox"/> Yes <input type="checkbox"/> No		

b. Is there a positive motivation force present in the squad?

(1) Is a climate created so that individuals want to do a good job?

☒ Yes ☐ No

c. Are the grievance and complaint procedures understood by all supervisors and employees?

(1) How do supervisors feel about the procedures?

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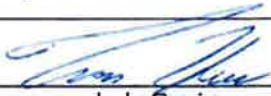
---

(2) If there has been a recent case filed, was it handled successfully?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a) If no, did it properly proceed to the next appropriate level?		
<input type="checkbox"/> Yes <input type="checkbox"/> No		
(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual?		
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No		

**Department of California Highway Patrol**  
**AREA MANAGEMENT EVALUATION**  
 Chapter 7  
 SUPERVISION AND TRAINING

Area Castaic I.F.	Division Southern	Number 541
Evaluated By : D. E. Morrison, 11408		Date 9/25/08

INSTRUCTIONS: Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed in the Summary Statement. The Summary Statement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Summary can be handwritten if desired.

Type of Evaluation <input type="checkbox"/> Formal <input checked="" type="checkbox"/> Informal		Suspense Date	
Follow-up Required <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	<input type="checkbox"/> Correction Report by _____	 Commander's Review	Date 10/1/08
<b>1. GENERAL</b>		Evaluated <input checked="" type="checkbox"/>	Action Required <input type="checkbox"/>
Corrected <input type="checkbox"/>			
a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in the Statement of Professional Values?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
(1) Are the employees capable of performing and maintaining essential services to the public?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
(2) Are upward mobility and career development programs made available to all interested employees?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
b. Do supervisors at all levels assume responsibility for the development and training of their employees?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
(1) Do supervisors review/assess specific training needs with employees annually?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
* (a) Is this review done in conformance with the Departmental Out-service Training Plan? <b>There is no out-service training due to budgetary constraints.</b>		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	
c. Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
(1) Do employees seek information on training opportunities to improve their job performance?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
(2) Do employees initiate their own Career Development Plan?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
(3) Do employees utilize the knowledge, skills and abilities they have acquired through training?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	
<b>2. LIEUTENANTS (OTHER THAN COMMANDERS)</b>		Evaluated <input type="checkbox"/> N/A	Action Required <input type="checkbox"/>
Corrected <input type="checkbox"/>			
a. What are the commander's plans for developing Area lieutenants?		N/A	
(1) Are the plans in writing?		N/A <input type="checkbox"/> Yes <input type="checkbox"/> No	

AREA MANAGEMENT EVALUATION  
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(2) Is meaningful guidance, direction assistance provided to lieutenants in the formulation of their individual Career Development Plans?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Does the commander have a copy of the lieutenant's Assessment Report?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(a) Do the lieutenants have a Career Development Plan based on their Assessment Center follow-up report?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(b) Does the commander use the lieutenant's Career Development Plan to structure needed training and make meaningful comments on annual performance reports?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(6) Do lieutenant's annual evaluations contain comments on their managerial potential and their desires on upward mobility?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(a) How does the commander train the lieutenants for command responsibility?	N/A		
(b) Are the lieutenants submitting completed staff work?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(d) Are the lieutenants participating in HQ Career Development assignments?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b. Are lieutenants given freedom to manage their respective operations?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Are the lieutenants effective supervisors?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Are the lieutenants developing managerial skills in subordinate supervisors?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Are the lieutenants well-organized in their work?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(a) Do they maintain files to assist in evaluations?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(b) Do they plan and make effective use of time?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(c) Do they work closely with subordinates?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(d) Do they foresee problems and plan for them?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(e) Do they have an "open door" policy that does not circumvent the sergeant's authority?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
<b>3. SERGEANTS</b>	Evaluated <input checked="" type="checkbox"/>	Action Required <input type="checkbox"/>	Corrected <input type="checkbox"/>
a. Is the sergeant's role as an essential member of the command's management team well-defined and understood?		<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

AREA MANAGEMENT EVALUATION  
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SUPERVISION AND TRAINING

(1) Does the commander have the sergeant's Assessment Center Reports?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
* (a) Do the sergeants have a Career Development Plan based on the Assessment Center follow-up report? <b>Sgts have not been to an assessment center.</b>	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
(b) Does the commander use the Assessment Center Report to structure needed training and make meaningful comments on annual performance reports?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
(2) Does Area use the sergeant as a part of the management team and ensure all have a good understanding of and agree on priorities?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a) Do the sergeants maximize their on-the-road field supervision time?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(b) Sergeants properly apply management philosophies and supervisory skills?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(c) Do the sergeants promote an environment conducive to counseling and motivating subordinates?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Do the sergeants assist in the development of their subordinates?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
* (a) After officers with supervisory potential are identified, what is done to develop that potential? <b>There are no officers assigned to this command who are interested in promoting at this time. Sergeants continue to develop their employees through OIC duties &amp; various projects.</b>		
(b) What has Area done to establish and utilize an officer-in-charge (OIC) list?		
* <b>All officers have the opportunity to work as an officer in-charge and the majority of them do so.</b>		
(4) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a) Do the sergeants' actions show a willingness to become involved?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(5) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(6) Is there an established system for sergeants' ride-alongs?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a) Are sergeants conducting ride-alongs as required?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
* (b) How are ride-alongs documented? <b>Through CHP 100 comments &amp; CHP 112.</b>		
(7) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers? <b>Random visits.</b>	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
* (a) How is courtroom observation documented? <b>CHP 100 comments &amp; CHP 112's.</b>		
(b) Has courtroom procedures/testimony training been provided for officers?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
(8) What policy does Area have established for review of reports? <b>Each shift sergeant is</b>		
* <b>responsible for his/her shift review.</b>		



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(a) How often do sergeants review, and if necessary discuss, reports with officers?		
* <b>Sergeants review all written reported when submitted and review with officer as necessary.</b>		
(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?	N/A	<input type="checkbox"/> Yes <input type="checkbox"/> No
(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents?		<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
(9) Do sergeants respond to incidents involving damage to state equipment or injury to personnel?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(a) Do they assist with felony arrests or respond to physical arrest incidents?	N/A	<input type="checkbox"/> Yes <input type="checkbox"/> No
(b) Do they respond to specific types of accidents? (If yes, specify.)	N/A	<input type="checkbox"/> Yes <input type="checkbox"/> No
(c) What role do sergeants assume at accident scenes?	N/A	
(d) Are sergeants aware of MAIT call-out criteria?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(e) How many times has a sergeant been "called out" to an incident in the last year?	None.	
*		
(10) Are daily briefings held for each shift?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(a) Are briefings interesting and meaningful, with the supervisor in control?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(b) How are briefing items and attendance documented and filed for future reference?		
* <b>Briefing items are maintained in a three ring binder and are numbered &amp; indexed by month. The binder is located in the lunch room.</b>		
(c) How are special duty officers briefed?	N/A	
(11) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)?		
<b>A monthly calendar (CHP 112) is used and submitted to the commander for review &amp; comment.</b>		
(12) Do sergeants participate in public affairs activities?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(a) Have they received public speaking training from their commander?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(13) Do newly promoted or transferred sergeants receive proper orientation?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(14) Do the sergeants have a good working knowledge of policies and procedures effecting their assignment?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
*		
(a) How do sergeants keep current on additions or revisions to policy? <b>Review of HPM revisions, MIS messages, management memos &amp; information bulletins are reviewed by sergeants.</b>		
(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(c) Sergeants expedite training/briefing of recent changes for subordinates?		<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No



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4. OFFICERS	Evaluated X	Action Required <input type="checkbox"/>	Corrected <input type="checkbox"/>
a. Does Area have a formal orientation training program?			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(1) Does a supervisor oversee this program?			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(2) Are departmental guidelines followed for field orientation training?			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(3) Are Area field training officers (FTOs) departmentally qualified?		N/A	<input type="checkbox"/> Yes <input type="checkbox"/> No
b. Did Area adequately identify their needs when planning their training program?			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(1) Has an effective training program plan been developed?			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(a) Does it reflect both current and future needs?			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(b) Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs?			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(c) Are plans regularly updated?			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
* (2) Who is responsible for training? <b>Dept. Training is overseen by Sgt. Strong.</b>			
* <b>Officer Cortes oversees range training.</b>			
(a) Is this person effective?			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(b) Are guest speakers and other instructors regularly scheduled?			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
(c) Are critiques used to ensure only the best presentations are scheduled?			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
* (d) How does Area identify personnel whose expertise may qualify them as an instructor? <b>As a small Area, Castaic has easily identified employees with specific</b>			
* <b>expertise in required departmental training, as well as commercial training needs.</b>			
* (3) What methods are used by Area to establish training needs? <b>Area follows requirements of</b>			
* <b>the Department's POST decentralized training schedule. Area also monitors the need</b>			
* <b>For specific commercial training when hiring new inspectors or when officers transfer in.</b>			
(a) Do training topics appear relevant?			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(b) Are training results objectively evaluated on a regular basis?			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
* c. Who is responsible for specialized training with the Area? <b>Sergeant Morrison is responsible for all commercial training.</b>			
(1) Are all officers proficient with cameras?			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No
(a) If not, are enough trained to meet operational needs?		N/A	<input type="checkbox"/> Yes <input type="checkbox"/> No
(b) Is refresher training provided periodically?			<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No
* (c) Who reviews photographs when they are returned? <b>Photos taken are normally of commercial vehicles involved in serious collisions from adjacent CHP Areas. Those photos are turned over to the investigating officers from those Areas for disposition.</b>			
* (d) Is a specific individual responsible for camera maintenance? <b>Sgt. Stong.</b>			<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No

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(2) Is one specific person responsible for Defensive Driver Training?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a) Has Area complied with driver training requirements outlined in HPM 10.6?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Are there any special needs in the Area?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
(a) If so, has any special training been provided in those areas?	N/A	<input type="checkbox"/> Yes <input type="checkbox"/> No
(4) Are all officers currently certified in CPR?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a) Is annual training conducted on schedule?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
* d. Is one specific person responsible for training records? <b>Officer Andy Wiss.</b>	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Is a training chart utilized to record all training conducted in the Area?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No
* (2) If a training chart is not used, what type of system is utilized by the Area? <b>Automated</b>		
(3) Are In-Service training records complete and current?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a) Have officers new to the Area been added to the records?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Are records of individual officers current?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<b>5. NONUNIFORMED</b>	Evaluated X	Action Required <input type="checkbox"/>
* a. What special training has been planned for nonuniformed employees? <b>Castaic has an annual</b>		
* <b>Training day and training days throughout the year on an as needed basis.</b>		
b. Is there a planned orientation for new employees?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Is the Departmental Orientation Guide for new employees being utilized?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Have new employees reviewed the video, "Spirit of Excellence"?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<b>6. EVALUATION PROCESS</b>	Evaluated X	Action Required <input type="checkbox"/>
* a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate? <b>As an Inspection Facility, officers are readily available to the sergeants.</b>		
(1) Are evaluation assignments equitable?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Are evaluations done on schedule?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
* (3) How do lieutenants record their observations of the sergeants' critical task performance? <b>Monthly &amp; annual personnel evaluations.</b>		
b. What records do the supervisors keep on the employees they supervise?		
* <b>CHP 100 forms are maintained by the supervisor. These forms are reviewed &amp; commented on monthly.</b>		

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(1) Are significant matters recorded and filed regularly to provide a basis for evaluations?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(a) Do records have a good balance of positive and negative comments?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Do all documents and comments comply with the Peace Officer Bill of Rights?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Do <u>all</u> supervisors contribute to the records?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Are similar records kept on supervisor's efforts?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
c. Are evaluations realistic, objective and meaningful?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Are evaluations consistent in the rating process?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Continuous and thorough documenting of performance at all command levels?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Are all critical tasks evaluated?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Is meaningful feedback provided?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(5) Is there a discussion, with attempts to resolve issues in question, before the evaluation is finalized?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(6) Is the Statement of Professional Values (CHP 109) reviewed, and a copy signed and dated by the employee?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
d. Is the performance appraisal system effective?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Do supervisors feel they are helping employees develop themselves?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Do employees feel their evaluations assist them?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Do employees feel they have been fairly evaluated?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Are comments in the evaluation in keeping with their overall importance?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(5) Is the performance objective monitored, with proper recognition given?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(6) Does the Area have a procedure to test the effectiveness of evaluations?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(7) Is the commander satisfied with the Area's evaluation process?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(8) Does the commander have a clear understanding of his/her role in the performance appraisal process?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<b>7. INTERIM REPORTS</b>	Evaluated X	Action Required <input type="checkbox"/>
		Corrected <input type="checkbox"/>
a. Are interim reports utilized as appropriate?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Do supervisors understand the procedures for issuing them?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
b. Are interim reports periodically updated and discussed with the employee?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Are definite methods outlined to achieve satisfactory performance?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

AREA MANAGEMENT EVALUATION  
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(3) Are controls and follow-up present?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Is the plan of action fully discussed with the employee?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(5) If satisfactory performance is not achieved within the specified timeframes, is further corrective action taken?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<b>8. INCIDENT REPORTS (CHP 2)</b>	Evaluated X	Action Required <input type="checkbox"/>
Corrected <input type="checkbox"/>		
a. Are local controls over CHP 2's reasonable?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
* (1) Who can issue them? <b>The Area Commander, Area Sergeants and Clerical Supervisor.</b>		
* (2) How are they filed? <b>They are completed in a timely manner and reviewed by the Commander.</b>		
(3) Are they available for supervisor's review?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
* (4) Who assures a proper relationship in the recognition of commendable and censurable incidents? <b>The Area Commander.</b>		
b. Are incident reports properly worded?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Do they state the subject in plain, concise language?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) When appropriate, do they set goals and provide meaningful direction?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Do they accomplish their purpose?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
* c. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report? <b>The CHP 100, Monthly Evaluation.</b>		
(1) Are all adverse comments brought to the employees' attention?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
<b>9. ATTITUDES AND DISCIPLINE</b>	Evaluated X	Action Required <input type="checkbox"/>
Corrected <input type="checkbox"/>		
* a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? <b>Employees assigned to this command feel strongly about the role they play in public safety through their inspection and enforcement efforts.</b>		
(1) Do officers feel their work is a valuable contribution to the department?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) Are there frustrations in their work?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
* (a) How can these frustrations be reduced? <b>The Commander maintains an open door policy for all employees under his command. Most recently, the Area Commander directed and supervised the implementation of an alternate workweek (3/12) which has improved morale greatly.</b>		
(3) Are employees familiar with recent changes in policy or procedure?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(5) Do all employees get along well?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(6) Are there problem individuals?	<input type="checkbox"/> Yes	<input checked="" type="checkbox"/> No

## AREA MANAGEMENT EVALUATION

### Chapter 7

#### SUPERVISION AND TRAINING

(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
b. Is there a positive motivation force present in the squad?		<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Is a climate created so that individuals <u>want</u> to do a good job?		<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
c. Are the grievance and complaint procedures understood by all supervisors and employees?		<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
* (1) How do supervisors feel about the procedures? <b>Comfortable.</b>			
<hr/>			
(2) If there has been a recent case filed, was it handled successfully?	N/A	<input type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1?		<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

**COMMENTS:** There have been no grievances or complaints filed in the past several years. This is a small command with a good mixture of senior personnel who serve as role models, and mentors for the junior personnel. The Area Commander is very proactive in maintaining good morale through immediate positive feedback, as well as appropriate constructive criticism. The Area Commander supports morale building events both on-duty and off-duty. Examples include; Area luncheons, going away parties, and bbq's. These events are often paid for by the Area Commander, first line supervisors, and/or senior officers assigned to the command. The Commander also supports employee participation in several off-duty charity events, and public safety engagements such as commercial industry truck rodeos, appearances at local schools, etc.

STATE OF CALIFORNIA  
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL  
**AREA MANAGEMENT EVALUATION**  
**SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

Station  
Baldwin Park 525  
Location  
Southern  
Evaluator  
Sergeant C. L. Gafford 214133

File #  
525-08-003  
Date  
10/07/2008

**INSTRUCTIONS:** Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

☐ Formal Evaluation ☒ Informal Evaluation  
Correction Report  
BY *[Signature]*

SUSPENSE DATE  
COMMANDER REVIEW  
*[Signature]*  
DATE  
10/20/08  
EVALUATED  
Yes No

**1. GENERAL**

- a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values? ☒ Yes ☐ No
- (1) Are the employees capable of performing and maintaining essential services to the public? ☒ Yes ☐ No
- (2) Are upward mobility and career development programs and training available to interested employees? ☒ Yes ☐ No
- b. Do supervisors at all levels assume responsibility for the development and training of their employees? ☒ Yes ☐ No
- (1) Do supervisors review and assess specific training needs with employees annually? ☒ Yes ☐ No
- (a) Is this review done in conformance with the departmental Out-Service Training Plan? ☒ Yes ☐ No
- c. Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses? ☒ Yes ☐ No
- (1) Do employees seek information on training opportunities to improve their job performance? ☒ Yes ☐ No
- (2) Do employees initiate their own career development plan? ☒ Yes ☐ No
- (3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? ☒ Yes ☐ No

**2. LIEUTENANTS (OTHER THAN COMMANDERS)**

- a. What are the commander's plans for developing Area lieutenants? See attached narrative.
- (1) Are the plans in writing? ☒ Yes ☐ No
- (2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans? ☒ Yes ☐ No
- (3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department? ☒ Yes ☐ No
- (a) Do the lieutenants have a career development plan based on their assessment center follow-up reports? ☐ Yes ☒ No
- (b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports? ☒ Yes ☐ No
- (5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.? ☒ Yes ☐ No

STATE OF CALIFORNIA  
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL  
**AREA MANAGEMENT EVALUATION**  
**SUPERVISION AND TRAINING**

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(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility? ☒ Yes ☐ No

(a) How does the commander train the lieutenants for command responsibility? By assigning them staff work, insuring they are actively involved in the ongoing management of the Area, giving them acting command responsibility when he is out of the Area, and assigning them to attend meetings as his representative when he is unable to due to other responsibilities.

(b) Are the lieutenants submitting completed staff work? ☒ Yes ☐ No

(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system? ☒ Yes ☐ No

(d) Are the lieutenants participating in Headquarters career development assignments? ☒ Yes ☐ No

b Are lieutenants given freedom to manage their respective operations? ☒ Yes ☐ No

(1) Are the lieutenants effective supervisors? ☒ Yes ☐ No

(2) Are the lieutenants developing managerial skills in subordinate supervisors? ☒ Yes ☐ No

(3) Are the lieutenants well-organized in their work? ☒ Yes ☐ No

(a) Do they maintain files to assist in evaluations? ☒ Yes ☐ No

(b) Do they plan and make effective use of time? ☒ Yes ☐ No

(c) Do they work closely with subordinates? ☒ Yes ☐ No

(d) Do they foresee problems and plan for them? ☒ Yes ☐ No

(e) Do they have an "open door" policy that does not circumvent the sergeant's authority? ☒ Yes ☐ No

### 3. SERGEANTS

EVALUATED:

Yes

ACTION REQUIRED:

Yes

LEADER:

Yes

a. Is the sergeant's role as an essential member of the command's management team well-defined and understood? ☒ Yes ☐ No

(1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities? ☒ Yes ☐ No

(a) Do the sergeants maximize their on-the-road field supervision time? ☒ Yes ☐ No

(b) Do the sergeants properly apply management philosophies and supervisory skills? ☒ Yes ☐ No

(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates? ☒ Yes ☐ No

(2) Do the sergeants assist in the development of their subordinates? ☒ Yes ☐ No

(a) After officers with supervisory potential are identified, what is done to develop that potential? See attached narrative.

(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals? ☒ Yes ☐ No

(a) Do the sergeants' actions show a willingness to become involved? ☒ Yes ☐ No

(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior? ☒ Yes ☐ No

(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift? ☒ Yes ☐ No

(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage? ☒ Yes ☐ No

(5) Is there an established system for sergeants' ride-alongs? ☒ Yes ☐ No

## AREA MANAGEMENT EVALUATION

## SUPERVISION AND TRAINING

CHP 453G (Rev. 5-06) OPI 009

- (a) Are sergeants conducting ride-alongs as required? ☐ Yes ☒ No
- (b) How are ride-alongs documented? See narrative.
- (6) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers? ☒ Yes ☐ No
- (a) How is courtroom observation documented? On the officer's Monthly 100 Form
- (b) Has courtroom procedures/testimony training been provided for officers? ☒ Yes ☐ No
- (7) What policy does Area have for review of reports? See attached narrative.
- (a) How often do sergeants review and, if necessary, discuss reports with officers? Sergeants review reports on a daily basis. Any discussions with officers concerning their reports is done as needed.
- (b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors? ☒ Yes ☐ No
- (c) Do supervisors utilize matrix reports as well as hands-on inspection of documents? ☒ Yes ☐ No
- (8) Do sergeants respond to incidents involving damage to state equipment or injury to personnel? ☒ Yes ☐ No
- (a) Do they assist with felony arrests or respond to physical arrest incidents? ☒ Yes ☐ No
- (b) Do they respond to specific types of accidents? (If yes, specify) ☒ Yes ☐ No
- See attached narrative.
- (c) What role do sergeants assume at accident scenes? Depending on the incident, they assume incident command duties or assist with other duties as needed.
- (d) Are sergeants aware of MAIT call-out criteria? ☒ Yes ☐ No
- (e) How many times has a sergeant been "called-out" to an accident in the past year?
- (9) Are daily briefings held for each shift? ☒ Yes ☐ No
- (a) Are briefings interesting and meaningful, with the supervisor in control? ☒ Yes ☐ No
- (b) How are briefing items and attendance documented and filed for future reference?
- Briefing items are filed in the Area for future reference, as are the daily beat logs.
- (c) How are special duty officers briefed? Special duty officers attend shift briefings whenever possible. On the days they are unable to attend they are required to review both the briefing book items as well as that day's SROVT.
- (10) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)? They use a variety of methods including planning calendars, computers files, and daily reminder notebooks.
- (11) Do sergeants participate in Public Affairs activities? ☒ Yes ☐ No
- (a) Have they received public speaking training from their commander? ☒ Yes ☐ No
- (12) Do newly promoted or transferred sergeants receive proper orientation? ☒ Yes ☐ No
- (13) Do the sergeants have a good working knowledge of policies and procedures affecting their assignment? ☒ Yes ☐ No



(c) Who reviews photographs when they are returned? Photographs taken at scenes have two copies made (2 CD's). One copy is booked into evidence while the other copy is attached to the report and reviewed by either a supervisor or AF officer.

(d) Is a specific individual responsible for camera maintenance? ☒ Yes ☐ No

(2) Is one specific person responsible for Defensive Driver Training? ☐ Yes ☒ No

(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupational Safety Manual? ☒ Yes ☐ No

(3) Are there any special needs in the Area? ☐ Yes ☒ No

(a) If so, has any special training been provided in those areas? ☐ Yes ☐ No

(4) Are all officers currently certified in CPR? ☒ Yes ☐ No

(a) Is annual training conducted on schedule? ☒ Yes ☐ No

d. Is one specific person responsible for training records? ☒ Yes ☐ No

(1) Is a training chart utilized to record all training conducted in the Area? ☐ Yes ☒ No

(2) If a training chart is not used, what type of system is utilized by the Area? The Area per departmental policy, utilizes the Department's ETRS system.

(3) Are In-Service training records complete and current? ☒ Yes ☐ No

(a) Have officers new to the Area been added to the records? ☒ Yes ☐ No

(4) Are records of individual officers current? ☒ Yes ☐ No

## 5. NONUNIFORMED

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. What special training has been planned for nonuniformed employees? There is no specialized training planned for the non-uniformed employees. The Department has very little out-service funding for training due to current budgetary restraints.

b. Is there a planned orientation for new employees? ☒ Yes ☐ No

(1) Is the departmental orientation guide for new employees being utilized? ☒ Yes ☐ No

(2) Have new employees reviewed the video, "Spirit of Excellence"? ☐ Yes ☒ No

## 6. EVALUATION PROCESS

EVALUATED  
Yes

ACTION REQUIRED  
Yes

CORRECTED  
Yes

a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate? The Area supervisors are afforded adequate opportunities to spend time with the officers they evaluate. Sergeants are strongly encouraged to be in the field as much as possible and personally observe officers performing their duties.

(1) Are evaluation assignments equitable? ☒ Yes ☐ No

(2) Are evaluations done on schedule? ☐ Yes ☒ No

(3) How do lieutenants record their observations of the sergeants' critical task performance? (On both the lieutenants and sergeants CHP 112's)

STATE OF CALIFORNIA  
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL  
**AREA MANAGEMENT EVALUATION**  
**SUPERVISION AND TRAINING**  
CHP 453G (Rev. 5-06) OPI 009

AREA	DIVISION	NUMBER
Antelope Valley	Southern	545
EVALUATED BY	DATE	
Sgt. K. Miller	10/01/2008	

**INSTRUCTIONS:** Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION		SUSPENSE DATE	
<input type="checkbox"/> Formal Evaluation	<input checked="" type="checkbox"/> Informal Evaluation	October 10, 2008	
FOLLOW-UP REQUIRED		COMMANDER'S REVIEW	
<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Correction Report	DATE	
BY _____		10/2/08	
1. GENERAL		EVALUATED	ACTION REQUIRED
		Yes	No

a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values?

☒ Yes ☐ No

(1) Are the employees capable of performing and maintaining essential services to the public?

☒ Yes ☐ No

(2) Are upward mobility and career development programs and training available to interested employees?

☒ Yes ☐ No

b. Do supervisors at all levels assume responsibility for the development and training of their employees?

☒ Yes ☐ No

(1) Do supervisors review and assess specific training needs with employees annually?

☒ Yes ☐ No

(a) Is this review done in conformance with the departmental Out-Service Training Plan?

☒ Yes ☐ No

c. Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses?

☒ Yes ☐ No

(1) Do employees seek information on training opportunities to improve their job performance?

☒ Yes ☐ No

(2) Do employees initiate their own career development plan?

☒ Yes ☐ No

(3) Do employees utilize the knowledge, skills, and abilities they have acquired through training?

☒ Yes ☐ No

2. LIEUTENANTS (OTHER THAN COMMANDERS)	EVALUATED	ACTION REQUIRED	CORRECTED
	Yes	No	

a. What are the commander's plans for developing Area lieutenants? Commander supports promotion. The lieutenant is included in command seminars/meetings. She participates during events, and pre-event and post-event meetings.

(1) Are the plans in writing?

☐ Yes ☒ No

(2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans?

☒ Yes ☐ No

(3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department?

☒ Yes ☐ No

(a) Do the lieutenants have a career development plan based on their assessment center follow-up reports?

☐ Yes ☒ No

(b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports?

☐ Yes ☐ No

(5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.?

☒ Yes ☐ No

STATE OF CALIFORNIA  
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL  
**AREA MANAGEMENT EVALUATION**  
**SUPERVISION AND TRAINING**  
CHP 453G (Rev. 5-06) OP1 008

(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility?

☒ Yes ☐ No

(a) How does the commander train the lieutenants for command responsibility? Actual command experience.

(b) Are the lieutenants submitting completed staff work?

☒ Yes ☐ No

(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system?

☒ Yes ☐ No

(d) Are the lieutenants participating in Headquarters career development assignments?

☐ Yes ☒ No

b. Are lieutenants given freedom to manage their respective operations?

☒ Yes ☐ No

(1) Are the lieutenants effective supervisors?

☒ Yes ☐ No

(2) Are the lieutenants developing managerial skills in subordinate supervisors?

☒ Yes ☐ No

(3) Are the lieutenants well-organized in their work?

☒ Yes ☐ No

(a) Do they maintain files to assist in evaluations?

☒ Yes ☐ No

(b) Do they plan and make effective use of time?

☒ Yes ☐ No

(c) Do they work closely with subordinates?

☒ Yes ☐ No

(d) Do they foresee problems and plan for them?

☒ Yes ☐ No

(e) Do they have an "open door" policy that does not circumvent the sergeant's authority?

☒ Yes ☐ No

### 3. SERGEANTS

EVALUATED

ACTION REQUIRED

CORRECTED

Yes

No

a. Is the sergeant's role as an essential member of the command's management team well-defined and understood?

☒ Yes ☐ No

(1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities?

☒ Yes ☐ No

(a) Do the sergeants maximize their on-the-road field supervision time?

☒ Yes ☐ No

(b) Do the sergeants properly apply management philosophies and supervisory skills?

☒ Yes ☐ No

(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates?

☒ Yes ☐ No

(2) Do the sergeants assist in the development of their subordinates?

☒ Yes ☐ No

(a) After officers with supervisory potential are identified, what is done to develop that potential? Officers with supervisory potential are encouraged to promote and given duties/projects to develop that potential.

(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals?

☒ Yes ☐ No

(a) Do the sergeants' actions show a willingness to become involved?

☒ Yes ☐ No

(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior?

☒ Yes ☐ No

(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift?

☒ Yes ☐ No

(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage?

☒ Yes ☐ No

(5) Is there an established system for sergeants' ride-alongs?

☒ Yes ☐ No

STATE OF CALIFORNIA  
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL  
**AREA MANAGEMENT EVALUATION**  
**SUPERVISION AND TRAINING**  
CHP 453G (Rev. 5-06) OPI 008

b. What records do the supervisors keep on the employees they supervise? Training and counseling issues are documented on the supervisors monthly activity report (CHP 112).

(1) Are significant matters recorded and filed regularly to provide a basis for evaluations? ☒ Yes ☐ No

(a) Do records have a good balance of positive and negative comments? ☒ Yes ☐ No

(2) Do all documents and comments comply with the Peace Officers' Bill of Rights? ☒ Yes ☐ No

(3) Do all supervisors contribute to the records? ☒ Yes ☐ No

(4) Are similar records kept of supervisor's efforts? ☒ Yes ☐ No

c. Are evaluations realistic, objective, and meaningful? ☒ Yes ☐ No

(1) Are evaluations consistent in the rating process? ☒ Yes ☐ No

(2) Is there continuous and thorough documenting of performance at all command levels? ☒ Yes ☐ No

(3) Do employees feel their evaluations assist them? ☒ Yes ☐ No

(4) Are comments in the evaluation in keeping with their overall importance? Yes. ☒ Yes ☐ No

(5) Is the performance objective monitored, with proper recognition given? ☒ Yes ☐ No

(6) Does the Area have a procedure to test the effectiveness of evaluations? ☒ Yes ☐ No

(7) Is the commander satisfied with the Area's evaluation process? ☒ Yes ☐ No

(8) Does the commander have a clear understanding of his/her role in the performance appraisal process? ☒ Yes ☐ No

#### 7. INTERIM REPORTS

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. Are interim reports utilized as appropriate? ☒ Yes ☐ No

(1) Do supervisors understand the procedures for issuing them? ☒ Yes ☐ No

(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting? ☒ Yes ☐ No

b. Are interim reports periodically updated and discussed with the employee? ☒ Yes ☐ No

(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives? ☒ Yes ☐ No

(2) Are definite methods outlined to achieve satisfactory performance? ☒ Yes ☐ No

(3) Are controls and follow-up present? ☒ Yes ☐ No

(4) Is the plan of action fully discussed with the employee? ☒ Yes ☐ No

(5) If satisfactory performance is not achieved within the specified time frames, is further corrective action taken? ☐ Yes ☐ No

#### 8. INCIDENT REPORTS (CHP 2)

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. Are local controls over CHP 2s reasonable? ☒ Yes ☐ No

(1) Who can issue them? Managers and supervisors.

(2) How are they filed? In the personnel file of the involved employee.

STATE OF CALIFORNIA  
DEPARTMENT OF CALIFORNIA HIGHWAY PATROL  
**AREA MANAGEMENT EVALUATION**  
**SUPERVISION AND TRAINING**  
CHP 453G (Rev. 5-08) OPI 009

(3) Are they available for supervisor's review?

☒ Yes ☐ No

(4) Who assures a proper relationship in the recognition of commendable and censurable incidents? CAPTAIN

☐ Yes ☐ No

b. Are incident reports properly worded?

☒ Yes ☐ No

(1) Do they state the subject in plain, concise language?

☒ Yes ☐ No

(2) When appropriate, do they set goals and provide meaningful direction?

☒ Yes ☐ No

(3) Do they accomplish their purpose?

☒ Yes ☐ No

c. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report? CHP 100 FORM

☒ Yes ☐ No

**9. ATTITUDES AND DISCIPLINE**

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? Attitudes and morale are positive.

(1) Do officers feel their work is a valuable contribution to the departmental operation?

☒ Yes ☐ No

(2) Are there frustrations in their work?

☐ Yes ☒ No

(a) How can these frustrations be reduced?

(3) Are employees familiar with recent changes in policy or procedure?

☒ Yes ☐ No

(4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees?

☒ Yes ☐ No

(5) Do all employees get along well?

☒ Yes ☐ No

(6) Are there problem individuals?

☒ Yes ☐ No

(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior?

☒ Yes ☐ No

b. Is there a positive motivation force present in the squad?

☒ Yes ☐ No

(1) Is a climate created so that individuals want to do a good job?

☒ Yes ☐ No

c. Are the grievance and complaint procedures understood by all supervisors and employees?

☒ Yes ☐ No

(1) How do supervisors feel about the procedures? The procedures are fair, reasonable and necessary.

(2) If there has been a recent case filed, was it handled successfully?

N/A ☐ Yes ☐ No

(a) If no, did it properly proceed to the next appropriate level?

☐ Yes ☐ No

(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual?

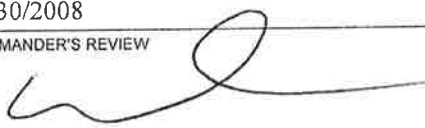
☒ Yes ☐ No

**AREA MANAGEMENT EVALUATION  
SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

AREA Altadena	DIVISION Southern	NUMBER 575
EVALUATED BY Sergeant Starling		DATE 09/30/2008

**INSTRUCTIONS:** Indicate items reviewed by placing a check in the "Evaluated" box and/or the "Action Required" box. If this form is used as a Correction Report, the "Correction" box should be initialed and dated as deficiencies are corrected. Answer individual items with "yes" or "no" answers, or fill in the blanks as indicated. If additional comments are necessary, the information can be placed on the CHP 454, Area Management Evaluation Supplement. The Supplement should include significant findings, accomplishments or corrective actions, unresolved items, problems or progress, and the evaluator's overall impressions. This form can be completed in pen or pencil, and the Supplement can be handwritten if desired.

TYPE OF EVALUATION <input type="checkbox"/> Formal Evaluation <input checked="" type="checkbox"/> Informal Evaluation		SUSPENSE DATE 10/30/2008
FOLLOW-UP REQUIRED <input checked="" type="checkbox"/> Yes <input type="checkbox"/> No	<input type="checkbox"/> Correction Report BY _____	COMMANDER'S REVIEW  DATE 9/30/2008
1. GENERAL		EVALUATED Yes
		ACTION REQUIRED No
		CORRECTED

a. Does the Area work force consist of employees, supervisors and managers who support the principles addressed in GO 0.8, Professional Values? ☒ Yes ☐ No

(1) Are the employees capable of performing and maintaining essential services to the public? ☒ Yes ☐ No

(2) Are upward mobility and career development programs and training available to interested employees? ☒ Yes ☐ No

b. Do supervisors at all levels assume responsibility for the development and training of their employees? ☒ Yes ☐ No

(1) Do supervisors review and assess specific training needs with employees annually? ☒ Yes ☐ No

(a) Is this review done in conformance with the departmental Out-Service Training Plan? ☒ Yes ☐ No

Do employees assist in their training assessment by helping supervisors identify their strengths and weaknesses? ☒ Yes ☐ No

(1) Do employees seek information on training opportunities to improve their job performance? ☒ Yes ☐ No

(2) Do employees initiate their own career development plan? ☒ Yes ☐ No

(3) Do employees utilize the knowledge, skills, and abilities they have acquired through training? ☒ Yes ☐ No

2. LIEUTENANTS (OTHER THAN COMMANDERS)	EVALUATED Yes	ACTION REQUIRED No	CORRECTED
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a. What are the commander's plans for developing Area lieutenants? Captain Dance develops his Lieutenants by personally working with them, by assigning staff work for them to complete, and by assigning them to work as Acting Commander in his absence.

(1) Are the plans in writing? ☒ Yes ☐ No

(2) Is there meaningful guidance, direction, and assistance provided to lieutenants in the formulation of their individual career development plans? ☒ Yes ☐ No

(3) Does the commander work with the lieutenants to structure a development plan that provides job experience that will contribute most to the accomplishment of both the lieutenant's career goals and those of the Department? ☒ Yes ☐ No

(a) Do the lieutenants have a career development plan based on their assessment center follow-up reports? ☒ Yes ☐ No

(b) Does the commander use the lieutenant's career development plan to structure needed training and make meaningful comments on annual performance reports? ☒ Yes ☐ No

(5) Are lieutenants encouraged to participate in self-initiating activities such as continuing college-level education, public speaking training (e.g., Toastmasters), professional and community organization affiliation, etc.? ☒ Yes ☐ No

# AREA MANAGEMENT EVALUATION

## SUPERVISION AND TRAINING

CHP 453G (Rev. 5-06) OPI 009

(6) Do lieutenants' annual evaluations contain comments on their managerial potential and their desires on upward mobility? ☒ Yes ☐ No

(a) How does the commander train the lieutenants for command responsibility? Captain Dance prepares his Lieutenants for command responsibility by assigning them as Acting Commander when he is absent, by assigning them staff work normally completed by the Area Commander, and by working with each of them individually.

(b) Are the lieutenants submitting completed staff work? ☒ Yes ☐ No

(c) Are the lieutenants involved in coordination with other agencies in the criminal justice system? ☒ Yes ☐ No

(d) Are the lieutenants participating in Headquarters career development assignments? ☐ Yes ☒ No

b. Are lieutenants given freedom to manage their respective operations? ☒ Yes ☐ No

(1) Are the lieutenants effective supervisors? ☒ Yes ☐ No

(2) Are the lieutenants developing managerial skills in subordinate supervisors? ☒ Yes ☐ No

(3) Are the lieutenants well-organized in their work? ☒ Yes ☐ No

(a) Do they maintain files to assist in evaluations? ☒ Yes ☐ No

(b) Do they plan and make effective use of time? ☒ Yes ☐ No

(c) Do they work closely with subordinates? ☒ Yes ☐ No

(d) Do they foresee problems and plan for them? ☒ Yes ☐ No

(e) Do they have an "open door" policy that does not circumvent the sergeant's authority? ☒ Yes ☐ No

### 3. SERGEANTS

EVALUATED

Yes

ACTION REQUIRED

NO

CORRECTED

a. Is the sergeant's role as an essential member of the command's management team well-defined and understood? ☒ Yes ☐ No

(1) Does Area use the sergeant as part of the management team and ensure all have a good understanding of and agree on priorities? ☒ Yes ☐ No

(a) Do the sergeants maximize their on-the-road field supervision time? ☒ Yes ☐ No

(b) Do the sergeants properly apply management philosophies and supervisory skills? ☒ Yes ☐ No

(c) Do the sergeants promote a positive environment conducive to counseling and motivating subordinates? ☒ Yes ☐ No

(2) Do the sergeants assist in the development of their subordinates? ☒ Yes ☐ No

(a) After officers with supervisory potential are identified, what is done to develop that potential? They are encouraged to attend training classes, handle special assignments, and serve as O.I.C.s

(3) Are the sergeants able to direct the activities of subordinates to accomplish Area and departmental goals? ☒ Yes ☐ No

(a) Do the sergeants' actions show a willingness to become involved? ☒ Yes ☐ No

(b) Do the sergeants know when to act, when to delegate, and when to refer to a superior? ☒ Yes ☐ No

(4) Are sergeants available at the beginning and at the end of shift in the office, and in the field during shift? ☒ Yes ☐ No

(a) If on an alternate workweek, are the sergeants able to provide adequate supervisory coverage? ☒ Yes ☐ No

(5) Is there an established system for sergeants' ride-alongs? ☒ Yes ☐ No



**AREA MANAGEMENT EVALUATION**  
**SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

(a) Are sergeants conducting ride-alongs as required?

☒ Yes ☐ No

(b) How are ride-alongs documented? A sign-up in the sergeant's office, evaluation forms attached to officer's 100 form

(6) Is there a written order addressing supervisory observation of court testimony and the courtroom demeanor of officers?

☐ Yes ☒ No

(a) How is courtroom observation documented? On officer's 100 forms, when observed.

(b) Has courtroom procedures/testimony training been provided for officers?

☒ Yes ☐ No

(7) What policy does Area have for review of reports? Sergeants are required to randomly review reports, but will also review all fatality reports and all reports from any officer identified as deficient in written communications.

(a) How often do sergeants review and, if necessary, discuss reports with officers? Reports from officers identified as deficient in written communications are reviewed daily. Other reports are reviewed & discussed with the officer if necessary.

(b) If special duty officers review reports, are deficient and/or superior reports brought to the attention of the supervisors?

☒ Yes ☐ No

(c) Do supervisors utilize matrix reports as well as hands-on inspection of documents?

☒ Yes ☐ No

(8) Do sergeants respond to incidents involving damage to state equipment or injury to personnel?

☒ Yes ☐ No

(a) Do they assist with felony arrests or respond to physical arrest incidents?

☒ Yes ☐ No

(b) Do they respond to specific types of accidents? (If yes, specify.)

☒ Yes ☐ No

Hazardous materials incidents, fatal traffic collisions, and incidents resulting involving injuries to CHP personnel.

(c) What role do sergeants assume at accident scenes? Sergeants normally assume an observatory role, but occasionally assume Incident Command Responsibilities when reasonable, and assist the officer if necessary.

(d) Are sergeants aware of MAIT call-out criteria?

☒ Yes ☐ No

(e) How many times has a sergeant been "called-out" to an accident in the past year? Fifty-four (54).

(9) Are daily briefings held for each shift?

☒ Yes ☐ No

(a) Are briefings interesting and meaningful, with the supervisor in control?

☒ Yes ☐ No

(b) How are briefing items and attendance documented and filed for future reference? Officers working on each shift are identified on the daily beat roster. Beat rosters are retained in binders in the sergeant's office.

(c) How are special duty officers briefed? Special Duty officers are briefed by the Administrative Sergeant, attend briefings on an intermittent basis.

(10) What methods do sergeants use to plan their goals for the month (e.g., planning calendar)? Sergeants hold meetings monthly, or nearly monthly, to coordinate their efforts and to plan for the upcoming months.

(11) Do sergeants participate in Public Affairs activities?

☒ Yes ☐ No

(a) Have they received public speaking training from their commander?

☐ Yes ☒ No

(12) Do newly promoted or transferred sergeants receive proper orientation?

☒ Yes ☐ No

(13) Do the sergeants have a good working knowledge of policies and procedures affecting their assignment?

☒ Yes ☐ No



**AREA MANAGEMENT EVALUATION**  
**SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

(a) How do sergeants keep current on additions or revisions to policy? Sergeants are provided with hard copies of all additions or revisions to policy.

(b) Are the sergeants knowledgeable about current topics such as collective bargaining, affirmative action, civil liability, etc.? ☒ Yes ☐ No

(c) Do the sergeants expedite training/briefing of recent changes for subordinates? ☒ Yes ☐ No

**4. OFFICERS**

EVALUATED  
Yes

ACTION REQUIRED  
*No*

CORRECTED

a. Does Area have a formal orientation training program? ☒ Yes ☐ No

(1) Does a supervisor oversee this program? ☒ Yes ☐ No

(2) Are departmental guidelines followed for field orientation training? ☒ Yes ☐ No

(3) Are Area field training officers (FTOs) departmentally qualified? ☒ Yes ☐ No

b. Did Area adequately identify their needs when planning their training program? ☒ Yes ☐ No

(1) Has an effective training program plan been developed? ☒ Yes ☐ No

(a) Does it reflect both current and future needs? ☒ Yes ☐ No

(b) Is training scheduled far enough ahead to assure continuity, yet flexible enough for changing needs? ☒ Yes ☐ No

(c) Are plans regularly updated? ☒ Yes ☐ No

(2) Who is responsible for training? Sergeants Sean Coyle and Thomas Franklin are responsible for the Field Training of new officers. Sergeant Johnny Starling and Officer Jeff Will are responsible for the ongoing training of the Area's officers.

(a) Is this person effective? ☒ Yes ☐ No

(b) Are guest speakers and other instructors regularly scheduled? ☒ Yes ☐ No

(c) Are critiques used to ensure only the best presentations are scheduled? ☒ Yes ☐ No

(d) How does Area identify personnel whose expertise may qualify them as an instructor? Through their participation in Area training days, and through the submission of resumes.

(3) What methods are used by Area to establish training needs? After departmental policy requirements are met, training needs are identified through any apparent deficiencies (I.E. report writing, on-scene investigation, search and seizure, additional Officer Safety needs).

(a) Do training topics appear relevant? ☒ Yes ☐ No

(b) Are training results objectively evaluated on a regular basis? ☒ Yes ☐ No

c. Who is responsible for specialized training with the Area? Sergeant Johnny Starling and Officer Jeff Will.

(1) Are all officers proficient with cameras? ☒ Yes ☐ No

(a) If not, are enough trained to meet operational needs? ☒ Yes ☐ No

(b) Is refresher training provided periodically? ☐ Yes ☒ No

**AREA MANAGEMENT EVALUATION  
SUPERVISION AND TRAINING**

CHP 453G (Rev. 5-06) OPI 009

(c) Who reviews photographs when they are returned? Public Affairs Officer Todd Workman.

(d) Is a specific Individual responsible for camera maintenance?

☒ Yes ☐ No

(2) Is one specific person responsible for Defensive Driver Training?

☒ Yes ☐ No

(a) Has Area complied with driver training requirements outlined in HPM 10.6, Occupational Safety Manual?

☒ Yes ☐ No

(3) Are there any special needs in the Area?

☐ Yes ☒ No

(a) If so, has any special training been provided in those areas?

☐ Yes ☐ No

(4) Are all officers currently certified in CPR?

☒ Yes ☐ No

(a) Is annual training conducted on schedule?

☒ Yes ☐ No

d. Is one specific person responsible for training records?

☒ Yes ☐ No

(1) Is a training chart utilized to record all training conducted in the Area?

☒ Yes ☐ No

(2) If a training chart is not used, what type of system is utilized by the Area?

(3) Are In-Service training records complete and current?

☒ Yes ☐ No

(a) Have officers new to the Area been added to the records?

☒ Yes ☐ No

(4) Are records of individual officers current?

☒ Yes ☐ No

**5. NONUNIFORMED**

EVALUATED  
Yes

ACTION REQUIRED  
Yes

CORRECTED

a. What special training has been planned for nonuniformed employees? Employees receive initial training at the Academy.

They then receive job specific training at the Area from another employee who has prior experience in the assigned task.

b. Is there a planned orientation for new employees?

☒ Yes ☐ No

(1) Is the departmental orientation guide for new employees being utilized?

☒ Yes ☐ No

(2) Have new employees reviewed the video, "Spirit of Excellence"?

☐ Yes ☒ No

**6. EVALUATION PROCESS**

EVALUATED  
Yes

ACTION REQUIRED  
No

CORRECTED

a. What methods are utilized to assure sergeants have sufficient supervision time with the officers they evaluate? The sergeant's work loads, and officer evaluations are monitored by the Lieutenants and equitably spread amongst the sergeants. Sergeants are encouraged to observe the officers in the field as often as possible.

(1) Are evaluation assignments equitable?

☒ Yes ☐ No

(2) Are evaluations done on schedule?

☒ Yes ☐ No

(3) How do lieutenants record their observations of the sergeants' critical task performance? Lieutenants attend briefings, conduct ride alongs, attend Training Days, monitor the radio, review submitted paperwork, and observe daily interactions between sergeants and officers, and they record their observations on the sergeant's CHP 112.

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j. What records do the supervisors keep on the employees they supervise? Entries on CHP 112s, and supervisors comments from prior 100 forms.

(1) Are significant matters recorded and filed regularly to provide a basis for evaluations? ☒ Yes ☐ No

(a) Do records have a good balance of positive and negative comments? ☒ Yes ☐ No

(2) Do all documents and comments comply with the Peace Officers' Bill of Rights? ☒ Yes ☐ No

(3) Do all supervisors contribute to the records? ☒ Yes ☐ No

(4) Are similar records kept of supervisor's efforts? ☒ Yes ☐ No

c. Are evaluations realistic, objective, and meaningful? ☒ Yes ☐ No

(1) Are evaluations consistent in the rating process? ☒ Yes ☐ No

(2) Is there continuous and thorough documenting of performance at all command levels? ☒ Yes ☐ No

(3) Do employees feel their evaluations assist them? ☒ Yes ☐ No

(4) Are comments in the evaluation in keeping with their overall importance? Yes.

(5) Is the performance objective monitored, with proper recognition given? ☒ Yes ☐ No

(6) Does the Area have a procedure to test the effectiveness of evaluations? ☒ Yes ☐ No

(7) Is the commander satisfied with the Area's evaluation process? ☒ Yes ☐ No

(8) Does the commander have a clear understanding of his/her role in the performance appraisal process? ☒ Yes ☐ No

## **7. INTERIM REPORTS**

EVALUATED  
Yes

ACTION REQUIRED  
*No*

CORRECTED

a. Are interim reports utilized as appropriate? ☒ Yes ☐ No

(1) Do supervisors understand the procedures for issuing them? ☒ Yes ☐ No

(2) Were all other appropriate supervisory techniques used without positive results prior to implementing interim reporting? ☒ Yes ☐ No

b. Are interim reports periodically updated and discussed with the employee? ☒ Yes ☐ No

(1) Do interim reports discuss the problem(s) in specifics and establish performance objectives? ☒ Yes ☐ No

(2) Are definite methods outlined to achieve satisfactory performance? ☒ Yes ☐ No

(3) Are controls and follow-up present? ☒ Yes ☐ No

(4) Is the plan of action fully discussed with the employee? ☒ Yes ☐ No

(5) If satisfactory performance is not achieved within the specified time frames, is further corrective action taken? ☒ Yes ☐ No

## **8. INCIDENT REPORTS (CHP 2)**

EVALUATED  
Yes

ACTION REQUIRED  
*No*

CORRECTED

a. Are local controls over CHP 2s reasonable? ☒ Yes ☐ No

(1) Who can issue them? Captain, Lieutenants, Sergeants, and Office Manager.

(2) How are they filed? In personnel files.

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(3) Are they available for supervisor's review?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(4) Who assures a proper relationship in the recognition of commendable and censurable incidents?	<input type="checkbox"/> Yes	<input type="checkbox"/> No
SEE PAGE 8		
b. Are incident reports properly worded?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(1) Do they state the subject in plain, concise language?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(2) When appropriate, do they set goals and provide meaningful direction?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
(3) Do they accomplish their purpose?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No
c. Does the Area have an alternative way to document good work and minor deviations supplemental to the incident report?	<input checked="" type="checkbox"/> Yes	<input type="checkbox"/> No

**9. ATTITUDES AND DISCIPLINE**

EVALUATED

Yes

ACTION REQUIRED

No

CORRECTED

a. How do employees really feel about their work, their supervisors, the role of traffic enforcement, etc.? A sampling of the officers' opinions revealed the officers believe they are supported by the the Area management and supervisors. The officers believe their work is important, and that the office cultivates a healthy work environment in which to work which encourages them to do their best.

- |   |   |                             |
|---|---|-----------------------------|
| (1) Do officers feel their work is a valuable contribution to the departmental operation? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| (2) Are there frustrations in their work?   | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |

(a) How can these frustrations be reduced? The beat assignments can (and are) evaluated on a daily basis to promote an equal work load amongst the officers.

- |  |   |                             |
|--|---|-----------------------------|
| (3) Are employees familiar with recent changes in policy or procedure?   | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| (4) Do the nonuniformed employees feel they are allowed to participate in Area functions equally with the uniformed employees? | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| (5) Do all employees get along well?   | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |
| (6) Are there problem individuals?   | <input checked="" type="checkbox"/> Yes | <input type="checkbox"/> No |

(a) Are supervisors aware of these individuals, and are they taking steps to change their behavior?

b. Is there a positive motivation force present in the squad?

(1) Is a climate created so that individuals want to do a good job?

c. Are the grievance and complaint procedures understood by all supervisors and employees?

(1) How do supervisors feel about the procedures? The supervisors understand the importance of the complaint and grievance procedures to ensure the department runs smoothly.

(2) If there has been a recent case filed, was it handled successfully? N / A

(a) If no, did it properly proceed to the next appropriate level? N / A

(3) Are all grievances and complaints relating to contract interpretations retained in the Area in accordance with provisions contained in HPM 9.1, Employee Relations Manual?